



The Future is Bright for VRA — Board Chairman

The Volta River Authority (VRA) has held its annual stakeholders’ meeting at Cleaver House in Accra.

The meeting, according to the Chairman of the VRA Board, Mr. Lee Ocran, was to create a platform that would enable the Authority to share with stakeholders its performance in 2013; its achievements, challenges, perspectives and insights, and its plans for the future.

Mr. Ocran said: “You will observe that most jurisdictions require companies to prepare and disclose their performance in an annual report. Indeed, many require the annual



Mr. Lee Ocran, Board Chairman of the VRA (with microphone), Ing. Kirk Koffi, CE (2nd left) and Board members of the Authority addressing the forum.

report to be filed at the company’s registry, or the regulatory agency. Other Government-owned limited liability companies will also typically hold an Annual General meeting. But, the VRA, finds it right to hold an annual stakeholders’ Meeting.”

Presenting a report on 2013, Mr. Ocran said, “the macro-economic situation and the business challenges that accompanied the financial year had a bearing on the overall operating environment.” However, within this environment, the VRA

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OUR VISION

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FOR PUBLIC SECTOR
EXCELLENCE IN AFRICA**

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The future is bright for the VRA ← Contd. from pg.1

made significant progress, he noted “Our prospects are bright, despite a more volatile macro-situation. We are very positive about the future,” he noted.

Reliability of Generating Power Plants

As a reliability-focused organisation, VRA’s planned preventive maintenance of auxiliary equipment at Akosombo and Kpong Generating Stations were 100% accomplished, he said. That enabled the Authority to rely on its hydro facilities to deliver 61% of the total system supply. “The Akosombo and Kpong plants combined to perform at 97.5% against the PURC’s own performance benchmarks. The Takoradi thermal plants registered 86.91% availability and 67.75% capacity utilisation, while the new Tema Thermal plants performed satisfactorily.”

Portfolio Growth

The Board Chairman noted that power demand was expected to grow at 200MW annually and the VRA’s ability to deliver adequate, safe and reliable power was crucial to the growth and development of the national economy.

Mr. Ocran expressed satisfaction that in spite of the demanding and challenging economic environment, VRA continued to make significant progress. “We pushed hard toward developing and deploying a suite of generation expansion projects, in a timely manner that would rely on a diversity of fuels for power generation, to reduce emissions, generally, and to mitigate the impact of future price increases for any one fuel, in the short to medium-term.”

To ensure electricity reliability and security, Mr. Ocran said, the Authority is expected to add on

510MW in new capacity in the short to medium-term. For instance,

- The 220MW Kpone Thermal Power Project is expected to be completed in January 2015;

- the 110MW TICO Expansion Project is expected to be completed by the first quarter of 2015;

- and the 180MW Takoradi 4 Thermal Power Project (T4) is expected to be awarded on contract before the end of 2014.

Renewable Energy

The Board Chairman said the Authority was committed to the development of renewable energy, in particular solar and wind energy, to reduce fossil fuel imports and associated volatility in crude oil prices, while protecting the environment.

VRA, he noted, developed its first 2MW solar power plant in 2013, which had so far generated a total of

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Corporate Social Responsibility

— Social Enhancement Projects

Social Enhancement Projects for the Communities include:

- Classroom blocks
- Cold Store
- Potable Water
- Health Facility
- Public Place of Convenience (KVIP)
- Asphalted Road from Inchaban to Aboadze
- A first Class Road from Inchaban to Dwomoh

— Community Development Programme

To continually provide support for communities, the Authority has a Community Development Programme (CDP) under which communities also benefit from:

- Youth Training Programme
- Education
- Income Generating Activities
- Social Infrastructure
- Support for cultural activities



Working at VRA

A career at VRA is one to be proud of. Opportunities abound in personal development, rewards and aspirations. What is more, you will be challenged to thinking outside the box, while contributing to the growth of an industry leader. Whatever it is you do at VRA, you will know you are contributing to a cause which not only impacts Ghana, but also the West Africa sub-region. All these, and an organisation deeply committed to accountability, teamwork, integrity and trustworthiness. Welcome aboard!



the Authority's strategic objective is to commercialise its existing subsidiaries and other non-power functions, to ensure value addition and to increase profitability. The objective, he said, is to operationalise Strategic Business Units (SBUs) through internally-generated funds.

Ing. Kirk Koffi in a chat with the Deputy Minister of Energy, John Jinapor at the Stakeholders' Interface.

2.672GWh. VRA expected also that in the next three years, an additional 12MW would be added to the existing capacity; this would be sited in the Upper West Region, and would be funded by the German Bank, KfW.

“VRA also plans to develop up to 100-150MW of wind power in the southern part of the country; through a joint venture arrangement with an internationally reputable partner with expertise in the area,” he remarked.

Emission Credit Development

Mr. Ocran also reiterated the Authority's position in identifying plants whose carbon emissions could be reduced, to qualify the VRA to benefit from emission credits. These include fuel switching of the Mines Reserve Plant; fuel switch and expansion of the Takoradi plant and fuel switch of the 50MW Tema Thermal II Power Plant.

Ghana Energy Development and Access Programme (GEDAP)

Mr. Ocran said the Authority was expanding its power system un-

der the Ghana Energy Development and Access Programme (GEDAP). The project, he said, was in two parts and involved the second Kumasi bulk supply point and distribution networks, funded by the African Development Bank. The purpose for the project he said was to improve the network operation, supply reliability, power quality and safety; and to increase access to prospective customers and secure additional revenue.

Commercialisation of Non-Power Generation Functions

The VRA Board Chairman said the Authority's strategic objective is to commercialise its existing subsidiaries and other non-power functions, to ensure value addition and to increase profitability. The objective, he said, is to operationalise Strategic Business Units (SBUs) through internally-generated funds.

He said, “We are assessing other strategies and financing options for the expansion of the Akosombo Hotels and the operationalisation of Kpong Farms.

Speaking on Akosombo Hotels

specifically, he stated that consideration was being given to medium-term debt financing from banks or financiers for the expansion project. The hotel, he said, needed about \$10,000 to complete the construction of 65 to 100 rooms and to complete the reconstruction of the Dodi Princess.

Regarding the Volta Lake Transport Company, Mr. Ocran said “With an asset netbook value of GHS92million, low revenue performance had exposed many of the assets to ineffective revenue generation.” He noted that in 2013 the Government ordered three new water buses and a 130-tonne ferry, which arrived in September 2014. Other support initiatives from the World Bank included the preparation of more landing sites, new port equipment for Buipe and Akosombo Ports, and new engines for VLTC.

He said VRA had spent US\$1,200,000 in recent years to improve safety on the vessels and appointed a new management team in 2013 to improve the Authority's financial fortunes.

On Kpong Farms, he said VRA

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KTPP TO START COMMERCIAL OPERATIONS IN Q1 2015

MICHAEL DANSO — CORPORATE COMMUNICATIONS UNIT, ACCRA

The Chief Executive, Ing. Kirk Koffi, has said he was confident the Kpone Thermal Power Plant (KTPP) project would begin commercial operations by February 2015.

The 220MW project, which was expected to be completed by the end of 2014, had been funded by the Government of Ghana and the VRA, each partner providing \$110 million. On completion, the two gas turbines at the \$220-million plant would each produce 110MW. This would be fed into the national grid by the first quarter of 2015.

In a media interview preceding a facility tour of the project enclave, Mr. Koffi told Journalists that Fidelity Bank was funding the installation of the two gas-fuelled thermal units with US\$100million.

The Chief Executive noted that owing to the importance of the project VRA had, for the first time, gone to the commercial market to raise funds. "We are dealing with Fidelity Bank to help us raise the US\$100million needed to finish the project," he said. Mr. Koffi said, "what Fidelity Bank had done was to come up with a bridge-financing arrangement. Because we thought the project would be delayed, they gave us the bridge finance."

He said what VRA intended to do is to add a steam component that would generate an additional 110MW. "There are plans to get the necessary approvals



to do the steam add-ons, with Alstom - the Original Equipment Manufacturer (OEM). As we run the machine, they would be doing the steam add-ons."

The Project Manager, Francis Agbenyo, said the project which started in October 2012, was expected to be completed in December, 2014.

It was lack of funds that had slowed down the work and by last August VRA needed \$57 million to complete the project.

VRA's original plan, he said was to use its internally generated funds for the project, but the accident on the West African Gas Pipeline wiped out

the Authority's profit of the previous year, eventually delaying the project.

So far, he said, VRA had used \$20 million out of its credit facility from Fidelity Bank.

Mr. Agbenyo said the Authority would do a test of the first gas turbine on December 25, 2014 and do one on the second turbine in January 2015. Those tests, he said would ensure harmony among all the water, fuel and firefighting and detection systems, and make certain that they would function properly before the inauguration of the plant.

Commenting on getting supplies

Contd. on pg.5→

VRA and Shenzhen Energy Sign MoU on Coal Plant

MICHAEL DANSO — CORPORATE COMMUNICATIONS UNIT, ACCRA

The Volta River Authority (VRA) has signed a Memorandum of Understanding (MoU) with Shenzhen Energy to build Ghana's first coal-fired electric power plant.

Shenzhen Energy is the mother company of Sunon-Asogli Power Ghana Limited, a Ghanaian-Chinese Independent Power Producer (IPP) based in Tema.

The MoU concludes arrangements to build Ghana's first coal-fuelled power generating plant, costing about 1.5 billion dollars.

The first phase is expected to begin in 2016 and would add 700 megawatts to the national grid. The plant would be powered by coal imported from South Africa, as Ghana does not produce commercial quantities of coal.

In a brief remark ahead of the signing of the pact, Mr. Li Xiaohai, Chairman of Shenzhen Energy, thanked VRA for its partnership with the Sunon-Asogli Power Plant.

He expressed the belief that the agreement would go a long way to ensure better cooperation between the two entities. He said Shenzhen was ready to work



closely with the government to resolve Ghana's electric problem and ensure the supply of adequate power to the country.

The Chief Executive of VRA, Ing. Isaac Kirk Koffi, said the rapid rise in the country's energy demand required that Ghana's supply must commensurate with demand.

He was happy that VRA had continued to supply gas to the Sunon-Asogli Plant.

"The partnership has been very good and it is our hope that it continues," he said.

KTPP TO START COMMERCIAL OPERATIONS IN Q1 2015

← Contd. from pg.4

from private Nigerian gas companies, Mr. Agbenyo said "We would be buying more expensive gas from private entities, but that is far cheaper and better than running on crude oil." Ghana, he noted, needed an additional 200MW of power each year to boost the economy and meet growing demand. "Luckily, we have a lot of space for expansion and for additional power generation."

Head of Corporate Communications, Mr. Samuel Fletcher, said Ghana spends about \$1 million for every megawatt

added, and called on the public to conserve energy. "We cannot continue wasting 20 to 30% of the electricity that comes to our homes and offices. It's time we thought seriously about energy conservation," he remarked.

Of the country's total installed capacity of 2,846.5MW, the VRA accounts for about 75 percent, mainly hydro and thermal. The mix is made up of 47% hydro, 36% thermal and 1% solar. IPP thermal adds 12% while Bui hydro accounts for 5%.

VRA Pushes for More Gas

SAMUEL deGRAFT-JOHNSON — CORPORATE COMMUNICATIONS UNIT, ACCRA

Recent power generation shortfalls have created problems for both domestic and industrial consumers.

The shortfalls have largely been attributed to the low water level of the Akosombo Dam; plant maintenance works at Aboadze, Akosombo and Kpong generating plants; and most importantly, the low and erratic flow of gas from the West African Gas Pipeline.

Over the years, NGas, the company contracted to supply VRA with 120mmcsf/d of gas, has not been able to meet its obligations. Supply has often been low, erratic or not forthcoming at all. The latter is supported by incidents such as the recent labour unrest in Nigeria and the rupturing of the pipeline by pirates in Togolese waters in August 2012.

The inadequacies of NGas, have contributed significantly to generation shortfalls, and have seriously affected the operations of the VRA. Indeed, the Sunon-Asogli Power Plant, an Independent Power Producer (IPP), also became redundant, as their 200MW plant depends solely on gas. These have resulted in varied load-shedding programmes across the country.

Besides load-shedding the situation has also put a severe strain on the overstretched finances of VRA, as it is compelled to raise loans from the financial market, at commercial interest rates, to buy light crude oil.

Bluntly put, the estimated three million dollars spent weekly on crude is not sustainable; the money is simply not there! Besides, the government, which would normally provide a bailout, is often unable to meet such demands, considering the pressures from other sectors of the economy.

VRA has taken steps to engage private entities to ensure sustainable gas supplies. Already the Authority has signed Memoranda of Understanding (MoU) with some entities, notably Chevron, Net-Work Oil and Gas, Constant Capital, ND Western, Quantum Power and GASOL

Clearly, running on light crude oil is an expensive business that many potential producers would love to avoid. That's why all IPP's are looking forward to using gas for their operations. It is for these reasons that VRA's efforts at getting extra gas must be commended.

Getting many more entities to provide additional gas has become even more critical, considering the delay in delivering Ghana's own gas from Atuabo.

The project has already had a four-year delay. Worst of all, throughout the year it has continuously missed its own completion targets. So one cannot be certain when the gas would flow. Even more important, it is also believed that gas from Atuabo would not be enough to meet the VRA's requirements.

It is, therefore, gratifying to note that VRA has taken steps to engage private entities to ensure sustainable gas supplies. Already the Authority has signed Memoranda of Understanding (MoU) with some entities, notably Chevron, Net-Work Oil and Gas, Constant

Capital, ND Western (formerly Shell), Quantum Power and GASOL.

With the new arrangement, Chevron, for instance, has offered to supply VRA with additional gas beyond the foundation quantities, under an interruptible agreement. The contract duration is for three years and the quantity expected is 60mmcsf/d.

The contract with *Network Oil & Gas*

is expected to deliver some 60mmcsf/d, which can be increased to 100mmcsf/d, from the first quarter of 2015.

ND Western, formerly SHELL, is also seeking to supply gas to the VRA from their existing facilities. The agreement is expected to yield an initial quantity of 60mmcsf/d, to be increased to 100mmcsf/d on completion of their NAG II project.

I urge the VRA, as a long-term measure to consolidate its quest for generating power with Liquefied Natural Gas (LNG). This can be done through a joint ventureship and with support from the government, to raise the necessary funds for the construction of an LNG infrastructure. Such an intervention, I believe, would go a long way to ensure that the Authority has access to any volumes of gas at any given time and make gas to be supplied to the thermal plant in a sustainable manner.

The rationale is that with a regasification terminal facility in place, gas can be received and processed from any part of the world. All that is needed is to put in place a good procurement plan and to ensure that stocks do not run out; that funds are always there to procure when required.

It is, therefore, most satisfying to know that VRA is vigorously pursuing a similar agenda. As I write, the Authority has signed a MoU with Quantum Power. It is expected that Quantum Power would develop an LNG import terminal at Tema to be operated as a tolling facility. When completed VRA intends purchasing 100mmcsf/d of re-gasified LNG from this project.

Another area of interest is General Electric's (GE 1000) project in the Western Region. GE intends developing a terminal to re-gasify LNG to fuel their proposed 1,300MW power plant. As part of their plans, GE has proposed that VRA offtakes a quantity of the excess LNG, to help meet its gas requirements.

It is expected that these measures would go a long way to forestall the setbacks resulting from the curtailment of gas from the West African Gas Pipeline.

Gas sustainability has great potential for the Authority. First, its use would reduce the downtime of the machines, compared to the use of light crude oil. Gas would also reduce the cost of maintenance, since the switching between gas and light crude oil would be completely eradicated, or reduced. Gas can also cut down the cost of generation by about 50% and result in affordable pricing of power.

My expectation is that, all things being equal, VRA would push harder to ensure that these targets are reached. It would, then, be in a better position to provide regular, stable and adequate power to power the economies of Ghana and those of the sub-region.

I hope in the very near future, the government would see the need to fund its own LNG infrastructure, as it has the Floating Storage Regasification Unit (FSRU). That would ensure that Ghana does not commit its energy security into the hands of private entities that are proposing to provide such services.



The future is bright for the VRA ← Contd. from pg.3

was considering long term leasing as an option for private sector participation.

Corporate Social Responsibility

The VRA he said “recognises the need to align its Corporate Social Responsibility (CSR) to its business strategies and the communities where it operates. As a corporate citizen, VRA’s CSR initiatives are aimed not only at contributing to the well-being of communities, but also towards skills development, education, and enterprise development, and in turn promoting jobs, alleviating poverty and improving employability,” he said.

The VRA was building local capability to deliver local solutions. He said GH¢87.9 Million and GH¢62.3 million had been spent on CSR initiatives.

VRA’s Competitive Success

Talking about the Authority’s successes, Mr. Ocran, noted that the Volta River Authority (VRA) ended the 2013 fiscal year with an impressive operating profit of GH¢ 208.11million, as against a loss of GH¢ 82.22 million in 2012.

“The profit represented a return of 5.63% on average revalued net fixed assets of minus 2.59% in 2012, compared to the covenanted rate of 8%.

In addition, he said revenue from the sale of electric power increased by GH¢ 462.69 million, represent-

ing 26%, to GH¢ 2, 212.07 million, over the previous year’s sales of GH¢ 1,749.39 million.”

Mr. Ocran said the Government of Ghana made a payment of GH¢ 664.27 million to the VRA, in subsidies for domestic consumers.

“We acknowledge the government’s effort to stabilise the VRA’s finances,” declared the Board Chairman. “However, the tariff increase by the PURC is still anaemic, as that could cover just 60% of the cost of production.”

The Chief Executive of the VRA, Ing. Kirk Koffi, reviewed the Authority’s 2013 performance, highlighting plant availability, financial performance, generation capacity additions, and electricity demand and supply.

He said although 2013 was a financially challenging year, the Authority registered improvements in thermal operations. But the stable

supply of gas and a regulatory framework to promote sustainable capacity additions, he noted were critical to the Authority’s performance in the years ahead.

Taking his turn, the Deputy Minister of Energy and Petroleum, John Abu Jinapor, commended VRA, first on its performance over the years, and on its initiatives in seeking to increase generation capacity.

He said the government would continue to support the energy sector to ensure the improvement of electricity supply in the country.

At the function were Board Members, Mrs. Alice Okrah, Torgbe Tepre Hodo IV, Mr. Ahmed Yakubu Salifu, and Alhaji Mahamadu Nantogmah, Deputy Chief Executive, Finance, Ms. Alexandra Totoe; Ag. Deputy Chief, Services, Mr. Joseph William Sutherland, and Directors and staff of the various departments of VRA.



A group photograph of Board of Directors, Management, Staff and Stakeholders of VRA at the interface.

VRA: an AFRICAN POWER GENERATION MODEL — GUINEA BISSAU PM

NATHANIEL MENSAH — CORPORATE COMMUNICATIONS UNIT, AKOSOMBO

The Prime Minister of Guinea Bissau, Domingos Simoes Pereira, has praised the significant role of the Volta River Authority (VRA) in the socio-economic development of Ghana and the West Africa sub-region.

Mr. Pereira, Leader of the Consensus Government in Guinea Bissau, was on a three day visit to Ghana to express his country's gratitude to President John Dramani Mahama, for his tireless effort, as ECOWAS Chairman, in ensuring peace and stability in Guinea Bissau. He praised the Ghanaian President for his work that has culminated in the recent elections in his country. He noted that Guinea Bissau was looking forward to a continuous collaboration and co-operation between the two nations.

Addressing the media after a close-door meeting with the Vice President, Kwesi Amissah-Arthur, at Akosombo, and a tour of the Akosombo Dam, Prime Minister Pereira, said he was impressed by the professionalism exhibited by the staff of the Authority in running the Akosombo Hydro Electric Power Station considering that the facility was built over half a century ago.

"I want to commend Osagyefo Dr. Kwame Nkrumah for his vision in building the dam, which has become a model for power generation in Africa and the West Africa sub-region," he said.

Mr. Pereira observed that while Guinea Bissau produces electricity at 80 cents per watt, Ghana produces at 30 cents and asked Ghanaians to be grateful for what they have.

The Vice President, Mr Amissah-Arthur, applauded the government of Guinea-Bissau and her people for choosing the democratic path in resolving their conflict and urged them to sustain it.

He said Ghana would continue to play her role as Chair of ECOWAS, to ensure that peace prevailed in the sub-region.

Present were Minister of Education, Professor Naana Jane Opoku-Agyemang; Eastern Regional Minister, Mr. An-



Chief Executive leading the delegation



Ing. Kirk Koffi, explaining the operations of the Authority to the Prime Minister of Guinea Bissau. Looking on is the Vice President, Amissah Arthur

twi Boasiako-Sekyere, Minister of State at the Presidency, Mr. Rashid Pelpuo; Deputy Minister of Finance, Mrs. Helen Mona Quartey; Deputy Minister of Food and Agriculture, Dr. Hanna Louisa Bisiw; Minister of Tourism and Creative Arts, Mrs. Elizabeth Ofosu-Agyare, and a Senior Advisor to the President, Alhaji Baba Kamara.

Conducting the Prime Minister round the Authority's facility, Chief Executive of the Authority, Ing. Isaac Kirk Koffi, said the Authority was happy to share with Guinea Bissau and the rest of the world the good work that the Volta River Authority was doing to support the development of the country and the West Africa sub-region.

VRA and Green Source Austria Sign MoU for 100MW Solar Plant

MICHAEL DANSO — CORPORATE COMMUNICATIONS UNIT, ACCRA

The Volta River Authority (VRA) has signed a Memorandum of Understanding (MoU) with Green Source Austria, a solar power company based in Vienna, for the establishment of a 100MW plant in Ghana.

Green Source Austria founded in 2006 specialises in the development, implementation and operation of ground mounted photovoltaic projects in Central and Eastern Europe.

Speaking in an interview with the VRA News, Mr. Marc-Alexander Bergauer, Country Manager, Green Source Austria, said "Ghana had identified a number of potential solar generation sites in the Northern, Upper East and Upper West regions, but would settle on the region with the highest solar radiation for the project."

The Chief Executive noted that the pact would en-



courage private sector investment in the power sector, and support the government increase generation capacity to 5000 MW by the year 2016.

The project is estimated at \$150 million and would be done in phases of 20MW.

VRA rolls out Second Career Guidance and Counselling Programme for Scholarship Beneficiaries

NATHANIEL MENSAH — CORPORATE COMMUNICATIONS UNIT, AKOSOMBO

Eighty-three (83) beneficiaries of the Volta River Authority's Community Development Programme Scholarship Scheme have benefited from the Authority's Career Guidance and Counselling Programme with a call to achieve excellence in their various fields of study.

The second edition of the Career Guidance and Counselling Programme for the beneficiaries is aimed at empowering them to put in extra effort into their academic work

and to demystify every associated myth about studying while making good career decisions for the future.

Counselling the beneficiaries, Director of Career and Placement Centre of the University of Ghana, Mrs. Jocelene Buckman, urged the beneficiaries to challenge themselves by developing the passion for reading anything they can lay their hands on since it would help them improve their vocabularies in order to have mastery of the other areas of study.

She encouraged the beneficiaries to set goals for them-

Atuabo Gas Arrives at Last

SAMUEL deGRAFT-JOHNSON — CORPORATE COMMUNICATIONS UNIT, ACCRA

The Volta River Authority's (VRA) thermal plants at Aboadze in the Western region have, at last received the first gas from the Ghana Gas Company's facility at Atuabo.

The about thirty Million Standard Cubic Feet (mmscf/d) of gas, described as commissioned gas, was delivered on November 24, 2014, after officials of the VRA had assessed the quality and approved it as the type that the thermal plant needed.

Sources said the available gas, which could be increased to 60mmscf/d in a week's time, would be used to generate about 200MW of power. Addition of this generation capacity would go a long way to shore up the country's

energy deficit and contribute significantly to alleviating the current load-shedding being experienced across the country.

Commencement of the flow of gas from Atuabo is a piece of pleasant news to the Authority and to Ghanaians, as it would lead to a cut-back on the purchase of light crude oil if the supply is sustained and guaranteed, and improve machine downtime and ensure plant availability.

Being Ghana's own gas, we expect that gas supply would be sustainable unless of course we find ourselves in a forced majeure situation as it happened to the West African Gas Pipeline in 2012.

It must be noted, however, that gas from Atuabo is not, and would not

be, the panacea for Ghana's generation deficits, as the about 150mmscf/d expected from Atuabo would not be enough to meet VRA's requirements. So now, acquiring more gas from other sources must be given the greatest urgency. It is, therefore, gratifying to note the government has concluded negotiations with ENI/Vitol Explorations, operators of the Cape Three Points (OCTP) block, to start exploration for the production of oil and gas. It is our expectation that this new deal would not suffer unnecessary delays, as was the case at the Atuabo project.

That nonetheless, we commend the Ghana Gas Company for ensuring that at last, the gas has gone through the 110 kilometre pipeline from Atuabo to Aboadze.

selves saying it would keep them focus on what they hope to achieve in the future.

"If you are going to be a lawyer, you need to set goals with regard to what grades you need to attain. Without goals you only end up drifting from one end to the other anytime your friends say anything to you." She said.

Mrs. Buckman on a career choice for the beneficiaries asked them to look out for their interest, ability, value and personality.

Addressing the beneficiaries on behalf of the Chief Executive of the Authority, Ing. Isaac Kirk Koffi, Head of Corporate Communications at the Volta River Authority, Mr. Samuel Fletcher, lauded the second edition of the programme saying it is an improvement upon the first edition.

"There have been some observations about how we can

make the second edition of the Career Guidance and Counselling Programme more relevant to the needs of our beneficiaries hence a few modifications such as: The inclusion of second year students to the programme, making the programme more interactive with the beneficiaries by putting them into groups with counsellors and bringing on board practical experiences," he disclosed

Mr. Fletcher noted that the scholarship programme by the Authority is an expensive venture and therefore urged the beneficiaries to religiously take their studies serious.

Various facilitators from selected departments within the Authority and the Ghana Education Service who took the beneficiaries through a one-on-one interactive session advised the beneficiaries to be proactive in their studies.

Senior Journalists PRAISE VRA for Professional Standards

The Volta River Authority (VRA) has been commended by the Managing Editor of the Al-Hajj newspaper, Alhaji Iddrisu Bature, as one of the few indigenous state institutions that deserve to be celebrated by Ghanaians, in spite of its recent challenges.

Alhaji Bature said there was the need for Ghanaians to appreciate people and institutions that have acquitted themselves in the performance of their duties, citing the VRA as one such institution.

He gave the commendation at a media interaction event held at the Alisa Hotel in Accra by the Authority's Management for Senior Journalists and Hosts of radio and TV Morning Shows.

Alhaji Bature said in spite of the challenges facing the nation's energy supplier, VRA, had, since its commissioning in 1965 been among a handful of state-owned organisations that have survived under the management of indigenous Ghanaians, and called for the support and encouragement of all Ghanaians for the Authority.

He said the continued and successful running of the VRA under local management and staff affirms the declaration by Ghana's first President, Dr. Kwame Nkrumah, that, "given the chance, the black man is



capable of managing his own affairs."

He said most state institutions, industries and organisations managed by Ghanaians after the overthrow of Dr. Kwame Nkrumah had either failed, collapsed, been liquidated or taken over by foreigners.

"As a nation, we have depended on foreigners for most of the things that we do, including managing our football, our elections, budget, economy, governance, telecommunications, water, and so on." "After 57 years of nationhood, we still rely on foreign coaches for our national teams. But, the VRA has demonstrated that, given the chance Ghanaians can determine their own destiny," he said.

Alhaji Bature, said although VRA's services today cannot be given a clean bill of health, most of the challenges affecting its smooth operations were factors beyond the Authority's control.

The most fascinating aspect of

VRA's operations, he observed, was the use of young, hardworking and competent Ghanaian engineers to man many power installations.

He implored managers of VRA to intensify their engagement with the media and the general public, and to explain some of the nagging questions on power generation.

Alhaji Bature's speech was widely supported by other senior journalists, including: Mr. Frimpong Manso of Neat FM, Fiifi Bofo of Oman FM, Benard Avle of Citi FM, Captain Smart of Adom FM; Kofi Akordor, of the Daily Graphic, Bright Nana Amfoh of TV3, and Israel Laryea of Multi-Media.

The Chief Executive who was supported by the Deputy Chief Executive, Engineering and Operations, Mr. Richard Badger, and the Director, Business and Planning Department, Mr. Kofi Ellis, took turns to address a wide range of issues raised at the gathering.

Ing. Kirk Koffi acknowledged the key role the media had been playing in the Authority's operations and asked for their continued support, particularly when the Authority was having challenges in providing regular, adequate and stable power for the country.

Mr Koffi conceded that the country's power supply was not stable, but added that every effort was being made to restore the system to normalcy.

He announced that the VRA had signed a Memorandum of Understanding (MoU) with Shenzhen Energy, the mother company of Sunon-Asogli, to invest in a clean, coal-fired power plant. The proposed 700MW plant, he said, would go a long way to improve the power system. Additionally, he said, the project at Kpone (KTPP) was gradually taking shape and could come on stream by the end of the first quarter of 2015.

The Chief Executive noted further that VRA had signed MoUs with some private companies in Nigeria to provide it with extra gas, given the erratic supplies by the West Africa Gas Pipeline. It was because of such erratic supplies, he noted that the Sunson-Asogli Plant had been rendered redundant for some time.

He said VRA's engineers were working hard to get the units that were down at Aboadze back on stream, to ensure an improvement in the power supply. Work on TICO's 110MW expansion project, being undertaken by the Wood Group, was also expected to boost supplies on completion.

Ing. Kirk Koffi also confirmed that VRA was liaising with the Ministry of Energy to bring in a 450MW power barge the first 230MW of which would be available sometime in 2015.

Earlier, the Senior Systems Planning Engineer at the Engineering Services Department, Akuse, Mr. Abdul Noor Wahaab, made a presentation on the hydrology situation, and the outlook for 2015. It was clear then, that hydro generation was going to be reduced greatly, owing to the poor inflows into the Volta Lake.

This was why, the Chief Executive said, every effort must be made to ensure that the necessary interventions, were made to prevent a crisis in the coming year.

MICHAEL DANSO — CORPORATE COMMUNICATIONS UNIT, ACCRA

FOOTBALL MATCH MARKS END OF TTPS WORKS

A football match on Friday, October 31, 2014 marked the end of major maintenance works at the Takoradi Thermal Power Station (TTPS). The match was played between the Electrical and the Mechanical staff of the station.

In the keen competition, the Electrical team got the opening goal 14 minutes into the first-half, through No 6, Daniel Agban. But the joy was short-lived, as Christopher Ali of Mechanical scored the equaliser in the 24th minute.

Following a mechanical fault, the Unit 1 Gas Turbine, of the Takoradi Thermal Power Station (TTPS) was shut down for repairs. While these were going on, Unit 2 became due for routine maintenance and these two factors, coupled with fuel supply problems, were the main causes of the "Dumsor" "Dumsor" situation.

Electrical as well as mechanical Engineers and Technicians worked round the clock for more than 9 months to get the station working again and the football match was a means to congratulate themselves for the good work done.

At the close of the game, the scores were two goals to either side. The third goal was scored by Godknows Mawuko of Electrical, while the fourth was scored by Abukari Ayuba of Mechanical.

Speaking to the Corporate Communication Unit, the Chairman of the Social Club that organised the match, Ing. Geoffrey Barnes (Mechanical), observed that the shut-down must have been a blessing in disguise, as engineers used the event to install a new compressor and allied components on the Unit 1 Turbine. Mr. Barnes expressed confidence in the maintenance work done by the team of engineers and technicians and wished power users a good time ahead.

BY SAMUEL M. CANN

— CORPORATE COMMUNICATIONS UNIT, ABOADZE

The Risk Management Process: Monitoring & Review

INTRODUCTION

In previous publications we had been looking at the steps in the risk management process; established the context, identified risks, analysed risks, evaluated risks and treated risks. This article focuses on Risk Monitoring and Review, which is, or must be, undertaken at every step of the risk management process.

What is Monitoring and Review?

Monitoring and Review involve:

- ❖ Analysing and learning lessons from events, changes and trends.
- ❖ Detecting changes in the external and internal context, including changes to the risk itself, which may require revision of risk treatment and priorities
- ❖ Ensuring that risk control and treatment measures are effective in design as well as operation

Why Monitor and Review?

Organisations are dynamic and operate in dynamic environments. Things very rarely stay constant at the workplace. Changes in the organisation and the environment in which it operates must be identified and appropriate changes made to systems. Regular monitoring and review processes are carried out to:

- ❖ Determine whether the risk information is current;
- ❖ Determine whether the risk management process is effective and adequate;
- ❖ Determine whether the measures adopted resulted in what was intended
- ❖ Ensure that the procedures adopted and the information gathered for risk assessment is appropriate



- ❖ Continuously improve, adopting better practices and developments in risk management
- ❖ Continuously develop the desired level of risk maturity

How to Monitor and Review

The key steps to monitoring and review are to:

1. Understand the different types and levels of monitoring and review

Different types of monitoring and review will depend on the types of decision made on risks and risk management.

- ❖ At the task level, routine measurement of particular parameters is often required through continuous monitoring
- ❖ At the functional or operational level, line management reviews risks and their treatment on a regular basis
- ❖ At the organisational level, a risk function, manager or committee, reviews enterprise level risks. At this level of monitoring, relevance and alignment to organisational strategies are reviewed.

2. Establish the Monitoring and Review Cycle

The monitoring and review cycle will vary depending on the context of risk management and the organisational risk management strategy. Typically:

- ❖ On an annual basis the organisation's risk profile will be reviewed
- ❖ Every three years the risk management framework and associated documentation will be reviewed

3. Measure Risk Management Performance

Organisations should use their normal planning processes to generate performance measures for risk management. Performance indicators should be used to reflect the range of key organisational objectives, defined when the context was established at the start of the process. Performance indicators may monitor outcomes or processes.

Focus Areas

Monitoring and review procedures are focused on the following principal areas of risk management.

- ❖ **Context** The risk assessment context that was established from a number of facts and deductions. For instance, the operational environment, organisational structure, stakeholder expectations, statutory requirements, economic conditions and political environment, are all based on perceptions during one

period. The monitoring and review process should detect if any of the underlying assumptions have changed, or if new factors have emerged that affect the context of the particular risk assessment.

- ❖ **Risks & Controls** Numerous factors can cause the likelihood and consequences of risks or the nature of the risks themselves to change. The controls for risks can also become less effective or irrelevant. Monitoring by the risk owner and others will ensure timely detection of changes, so that appropriate action can be taken.

- ❖ **Treatments** Risk treatments need to be monitored and reviewed, to ensure they are being fully and correctly implemented. In some cases treatments need to be adapted or strengthened because the risks they were designed to address had changed. In other instances resources could be saved by discontinuing irrelevant treatments

Conclusion

Risk management is not, and should not be, a once-and-for-all activity. The process needs to be reviewed and revised as and when necessary. Monitoring and review are an essential and integral part of managing risks and are two of the most important steps in the risk management process.



Monitoring & Review

Understand the different types and levels of monitoring and review

Establish the Monitoring and Review Cycle

Measure Risk Management Performance

COAL IN GHANA'S POWER GENERATION MIX: SUNON ASOGLI To Build 700MW COAL-FIRED PLANT

DANIEL K. AWATE-ADAMSON (MSC, BENG). Email: dawate_adamson@yahoo.com

The Sunon Asogli, a subsidiary of the Chinese Shenzhen Energy Group (SEG), is to build a 700MW coal-fired power station in Ghana. The project cost is estimated at US\$700 million and is set to be completed in 24 to 30 months. It includes a coal terminal with 50,000-tonne berth and is to be built at Sekondi-Takoradi. An estimated coal import of two million tonnes a year is expected from South Africa.

The Shenzhen Energy Group (SEG) currently has a total installed capacity of 8,106MW 45.6% (3,700MW) of which is from coal power. SEG therefore, brings a worth of experience onto the Ghanaian energy market, at a time that the Government has targeted a total installed capacity of 5,000 by the year 2016.

At the current projected annual electricity demand growth rate of 11%, the VRA projects annual increases in installed capacity of 212MW, which may be insufficient if Ghana is to go into energy-intensive area such as aluminium (bauxite), iron ore and gold refining. To industrialise and grow the economy, the per capita usage of electricity, now at a paltry of 246kWh must double to 500kWh and exceed 1000kWh in the long term.

So what strategic role can coal play in this?

COAL – GLOBAL OUTLOOK AND FORECAST

Coal is the dirtiest of the fossil fuels, but cheap, abundant, has price stability and is widely used. It is efficient and safe, with minimal environmental impact when deployed with modern technology, a good reason why it continues to be attractive to electricity generators worldwide. Over the decade to 2011, coal accounted for as much as 45% of as much as global energy demand, outpacing growth in renewable energy that was heavily supported by governments world-wide. The significance of coal in the global energy generation mix at its highest since 1971 and remains the backbone of electric power and the rapid industrialisation of emerging economies.

World coal demand remains strong and growing at 5.5% in 2010 and 2011. An emerging trend behind these statistics is an interesting dichotomy between OECD and non-OECD countries. Though the demand for electricity grew over the last

decade in the OECD, coal demand for power generation fell from 42% to 39%, as demand for natural gas grew. Citing the case of the U.S as an example, in April 2012 net generation from gas-fired thermal plants was practically equal to that from coal-fired plants — about 33% of total generation, driven by a remarkable fall in gas prices, as a new production technology for shale gas yielded rapid outputs.

In non-OECD countries coal has pioneered a major revolution in power generation and industry. Energy demand in the power sector worldwide has expanded by 75% in the last decade, but the demand for coal has doubled. In China and India alone coal-fired output increased by 2900TWh over the decade, equivalent to five times the total German power consumption today. Non-OECD countries now account for 70% of global coal consumption, with China accounting for one tonne in every two tonnes of coal burned worldwide. Both China and India have

Coal accounted for as much as 45% of as much as global energy demand, outpacing growth in renewable energy that was heavily supported by governments world-wide.

made significant strides in improved access to electricity. Over 500 million people in rural China have gained access to electricity since 1990, thereby reducing the number of households using traditional biomass for cooking. Chinese, Indian and Korean energy policies have chalked up great successes as in emulating the developed world in coal use – USA (45%), Germany (42%), United Kingdom (28%) and Japan (22%). Ghana must learn from these as she strives to assure electricity supply reliability and increase access from the current 76% nationwide. In China, energy from coal is 78%; in India, it's 68% and in South Korea, 43%.

Furthermore, access to electricity in rural India rose from 56% in 2006, to 67% in 2009, driven by a strong energy policy on coal. According to the IEA (2012), a number of Asian countries have seen a rise in access to electricity from a few percentage points, to almost total availability in the last decade. Such an unprecedented access to electricity is fundamental to their economic leap. This means food can be stored in refrigerators, and families now enjoy improved lifestyles — hence a lower population growth, while small businesses operating cold stores, etc., function mainly uninterrupted. The bulk of this electricity has come from coal fuel!



In Ghana, the combined efforts of the Volta River Authority and independent power producers (IPP) – TICO, Sunon-Asogli, Cen Power, and the much awaited Ghana Gas Company (GCC) Atuabo gas processing plant, ensure that Ghana has been keeping up with energy demand growth. However, a lot more effort is needed for installed generation capacity and supply reliability, as the West Africa Gas Pipeline has failed to deliver the contracted gas volumes.

The International Energy Agency expects that by 2020, non-OECD countries would expand coal-fired power generation by a further 50% with 75% of all coal in the world consumed outside OECD countries. Such an expansion would bring industrial growth and economic emancipation and prosperity, and provide sufficient power to enable large numbers of the world's population to have improved standards of living. It is, therefore, imperative for Ghana to craft a deliberate policy shift towards coal power, as an emergent strategy, in order to take advantage of the windfall in coal supply availability and stable low prices to fast-track her economic development, while she strives to migrate from a primary-producer economy to agro-processing and product addition-value.

The current global economic outlook remains gloomy. Yet over the long term industry watchers are optimistic that energy demand would continue to grow in non-OECD countries. These would obviously lead to strong coal demand worldwide.

The long-term concerns over coal use relate to its environmental impact, particularly the emission of pollutants. The combustion of coal to generate power is inherently a dirty process, the primary by-product being carbon dioxide (CO) – a greenhouse gas. High-temperature combustion produces nitrogen oxides (NOx), both from nitrogen contained in coal as well as from atmospheric nitrogen. Sulphur content of coal emerges as sulphur dioxide after combustion, and converts into acid in the atmosphere, leading to acid rain if concentrations are high and emissions uncontrolled. Non-combustible mineral material in coal is left as ash and slag, and must be disposed off harmlessly.

Nonetheless other harmful trace metals such as mercury, also escape into the atmosphere with the flue gas. Coal, with such a catalogue of unwanted by-products, has thus, earned a bad reputation (Breeze, 2005). But, advances in emission and waste control technologies have now made coal as environmentally benign as possible. Mitigating strategies have, therefore, evolved to control all the pollutants generated in a coal-fired power plant. These measures are extremely effective and whilst some are costly, others are cheap to implement.

It is, therefore, imperative that Ghana adopt a coal strategy as part of its long-term energy policy, to reflect global reality and its emission status under the Kyoto

Contd. on pg.24→

Balanced Scorecard-Based Performance Management System

Policy and Guidelines

Part 4

5.0 PERFORMANCE INCENTIVE/BONUS

There shall be payment of annual performance incentive/bonus to all **permanent** and **contract** employees who, among other qualifications stipulated in this policy, have served for **at least six (6) months or more** (i.e. assume duty before or on July 15 of the performance year and stay on the job without any break) and signed performance contracts i.e. Employee Performance Target Setting Forms.

Employees on Sponsored Training:

An Employee on sponsored training programme or study-leave-with-pay spanning six (6) months or more is required to submit training reports to HR through his/her department. The reports shall form the basis for assessing such employee's performance for the period. The employee shall be awarded a **'Meet Expectation' (3) rating** and receive bonus payment.

Employees on Secondment:

i. The performance of a seconded employee shall be assessed by the receiving organisation based on the Authority's Performance Management System and the results submitted to HR. A seconded employee who earns overall performance rating of 3, 4 and 5 shall be paid bonus.

ii. Where other persons are seconded to the Authority, the performance of such persons shall be assessed based on the Authority's Performance Management System and be considered for the payment of bonus if performance is deemed satisfactory. This is subject to Management decision and approval.

5.1 Additional Qualification for Payment of Bonus

Payment of performance incentive/bonus to perma-

nent and contract employees shall be based on the following:

- a) Signed Employee Performance Target Setting Forms
- b) Signed Employee Performance Review Forms for all quarters 1, 2 and 3 and Annual/End of Year/4th Quarter
- c) Employee composite Performance Rating of 3, 4 and 5 on the 1-5 Likert Scale. The Composite implies the sum of Corporate, Departmental and Individual performance scores

5.2 Bonus Computation

Computation of Performance Incentive/Bonus is based on the following:

- Corporate Level Bonus - 30%
- Departmental Level Bonus - 30%
- Individual Level - 40%

5.3 Disqualification for Bonus Payment:

a) **Non-completion of the Target Setting Forms** automatically disqualifies any individual for the payment of bonus for the year under consideration.

b) An employee who **resigns within the planning year** from the service of the Authority does not qualify for bonus payable for that year.

c) **New employees (Permanent and Contract)** who have not worked for at least six (6) months (i.e. on or before July 15 of the year) do not qualify.

d) **Staff on interdiction** or who have disciplinary actions pending against them or dismissed in the course of the year do not qualify for payment of bonus for the period under consideration. However, if after the determination of the case, the interdicted Employee is not found culpable he/she shall be eligible for the payment of bonus.

Balanced Scorecard-Based Performance Management System

e) **Staff who achieve Performance rating of 1 (Failed to Meet) and 2 (Below Expectation)** composite performance scores shall not be awarded bonus.

5.4 Exceptional Circumstances:

Employees who **separate** from the service of the Authority i.e. early retirements, normal retirements, ill-health retirements and death-in-service will qualify for a pro-rated bonus.

Employees on **sick leave or extended sick leave** shall qualify for payment of **pro-rated bonus** subject to evaluation of the period worked and performance outcomes achieved prior to the grant of sick leave or extended sick leave

6.0 ANNUAL INCREMENT

Employees shall be awarded differentiated annual salary increments to recognise satisfactory job performance and conduct and to motivate them for improved performance.

Annual increment shall be awarded to **permanent employees** who sign up to the PMS process and serve for a **minimum of nine (9) months** within any calendar year. Incremental date remains January 1st of every performance year

Differentiated Incremental credits shall be awarded to staff based on their performance outcomes/rating for the year as follows:

- Rating of 3 (Meets Expectations) - One Incremental Credit
- Rating of 4 (Exceeds Expectation) - Two (2) Incremental Credits
- Rating of 5 (Exceptional) - Two (2) Incremental Credits

6.1 Other qualifications

6.2 Exceptional Circumstances

a. Employees on the maximum notch on their salary sub grade, whose performance and conduct have been assessed as average and above in the appraisal year shall be awarded one notch increment. The increment shall be calculated based on the percentage difference between the maximum point and the next lower level

and be paid as a one off lump sum.

b. Employees on fixed salaries whose performance and conduct have been assessed as average and above in the appraisal year shall be awarded annual increment. The increment shall be calculated based on the established percentage difference in the notches of the top most salary band/sub grade on the Authority's salary structure.

II. Employees on **secondment from the Authority** whose performance and conduct have been assessed as having "Met Expectation" shall be awarded one (1) incremental credit. The seconded employee's performance and conduct shall be assessed by the receiving organisation. The Performance Management System of the receiving organisation shall be correlated to the Authority's PMS for purposes of the award of annual increment.

III. Employees on Study-Leave-with-Pay whose performance and conduct have been assessed as "Meet Expectation" or "Exceeds Expectation" shall be awarded one (1) incremental credit subject to submission of training reports on their programme of study to HR.

6.3 Disqualification for Annual Increment:

a) **Contract employees** do not qualify for Annual Increment.

b) Employees who achieve **performance rating of 1 (Failed to Meet Expectation) and 2 (Below Expectation)** shall not be awarded annual increment.

c) Staff who **separate** from the service of the Authority shall not be entitled to annual increment.

d) Employees on **secondment to the Authority** from other organisations shall not qualify for award of annual increment.

e) The annual increment of an employee on interdiction or under investigation for an alleged offence shall be withheld until completion of the disciplinary process. Where the employee is exonerated for the alleged offence, annual increment may be awarded to him/her depending on the circumstances of the case.

f) Annual Increment shall be withheld/deferred as a disciplinary measure irrespective of performance rating.

Balanced Scorecard-Based Performance Management System

g) Employees on **secondment from** other organisations shall not qualify for award of annual increment.

7.0 EMPLOYEE PERFORMANCE REVIEW COMMITTEE (EPRC)

There shall be a 7-member Employee Performance Review Committee (EPRC) made up of two (2) Directors from each Branch and one (1) Director from the CE's Office. The Committee will nominate its Chairman.

The committee shall play an appellate and advisory role. It shall therefore receive and settle all departmental and employee performance grievance issues including:

- a) Departmental Objective/Target setting and review issues
- b) Employee Target setting, reviews and rating issues
- c) Employee Performance Incentive and Annual Incremental award grievance issues

The Committee shall also provide policy advice to the Executive for consideration and adoption to enhance the overall efficiency and effectiveness of the BSC-based Employee Performance Management System.

8.0 VERIFICATION OF PERFORMANCE OUTCOMES/RATING

Director, HR shall be responsible for:

- a) reviewing all PMS forms submitted to HR for completeness and consistency and any form found to be inadequate shall be returned to the department(s). The department shall be required to resubmit such forms within ten (10) working days.
- b) compiling supplementary list for employees' performance outcome/rating to cater for approved late submission of forms and resubmitted forms.
- c) determining employee performance outcomes/ratings based on their performance achievements for the year through a computation mechanism
- d) verifying and authenticating employee performance scores/rating before approval for the payment of bonus and award of annual increment

9.0 SANCTIONS

There shall be sanctions against employees on the following grounds:

- a) Non-participation in PMS process
- b) Employees who fail to set targets a month after corporate deadline and participate in the PMS process shall:
 - i. Forfeit annual bonus and increment
 - ii. Attract written warning in the first instance
 - iii. Attract suspension up to seven (7) working days without pay in the second instance

9.1 Under-performance:

Employees who achieve a below average performance (i.e. rating of 1 'Failed to Meet' and 2 'Below Expectation') shall:

1. Receive no Bonus and annual increment
2. Attract written warning and placed on **Performance Improvement Plans (PIP)** for **six (6) month** period. PIP may involve re-assignment, re-deployment and training interventions.
3. **Probation** - Below average performers who continue to underperform despite PIPs shall be put on probation for a period of three (3) months thereafter.
4. **Dismissal** - Under-performance after the probation period shall result in dismissal in line with **Article 15 Sub Section e (ii) of the Labour Act, 2003 (Act 651)**.

10.0 GRIEVANCE POLICY/REDRESS

The PMS grievance policy recognises that employees should:

- be given a fair hearing by their immediate supervisor covering any grievances they may wish to raise
- have the right to appeal to the next higher supervisor against a decision made by their immediate supervisor and a copy of the appeal sent to Director, HR
- have the right to be accompanied by a fellow employee of their own choice when raising a grievance or appealing against a decision.

Balanced Scorecard-Based Performance Management System

All performance related grievances shall be addressed in line with the steps/processes outlined in the BSC-based Performance Management System Guidelines document.

GLOSSARY

Supervisor: An employee who exercises direct oversight over an employee in the discharge of his/her schedule/duties.

Higher Supervisor: An employee who has oversight responsibility over a supervisor i.e. a supervisor's immediate supervisor

Participant: An employee who takes part in assessment process.

Appraiser: An employee who assesses another employee's conduct, attitude and behaviour.

Appraisee: An employee whose conduct, attitude and behaviour is being assessed.

Peer: An employee who is on the same level, slightly above or below an Appraisee in terms of job position and rank.

Subordinate: An employee of lower rank/position who

takes directives and reports directly to another employee of higher rank/position i.e. a Supervisor.

Permanent Employee: An employee engaged for service to the Authority on long-term basis i.e. with no specific contract period.

Contract Employee: An employee engaged for service to the Authority on specific contract period usually on short-term basis.

Transfer: Movement or re-location from one job location to another within the Authority without an automatic change in status.

Secondment: It refers to temporary absence of an employee either from an outside agency to the Authority or vice versa for a specified period.

Salary Scale: The salary attached to a position.

PMS Forms refer to Employee Performance Target Setting (EPTS); Employee Performance Monitoring & Review (EPMR); and Performance Improvement Plans (PIP).

ABBREVIATIONS

BSC: Balanced Scorecard

EPMS: Employee Performance Management System

PMS: Performance Management System

EPTS: Employee Performance Target Setting Forms

EPMR: Employee Performance Monitoring & Review Forms

PIP: Performance Improvement Plans

For more information about the Balance Scorecard Performance Management System, please call PLC 728153 or email bsc.pms@vra.com



Mastering the Art: Giving Your Business Communication the Winning Edge

— *The Design Approach*

WRITING MUST BE DESIGNED.

First and foremost, writing must be purposefully designed, for effectiveness. Before you build anything — a car, a house, or a bridge, — you must first design it with a clearly defined purpose. Design is an engineering word. Souther and White make an analogy between the design of a gear box and writing. They explain that engineers begin the design of a gear box for a particular machine by considering the “input” and the “output.” They note that engineers would clearly determine the factors involved in the design – torque, speed, and power ratios – then work out their solution. Further, they point out, in engineering design the quality of the product depends on:

- ❑ Accurate and extensive analysis.
- ❑ Complete and thorough investigation of alternatives.
- ❑ Detailed and purposeful design.
- ❑ Careful and ordered application of the design.

Effective and purposeful writing is based on this analogy. Writing must be designed to achieve its objectives. The design approach to writing is a process model, where thoughtful writing is meaning-making, self-reflecting and evaluating, critical thinking and problem-solving.



EFFECTIVE WRITING TECHNIQUES

- ▶ **Accurately identify the writing purpose**
- ▶ **Determine the background of the audience**
- ▶ **Consider what the reader wants**
- ▶ **Strategically provide what else the reader needs to be told**
- ▶ **Examine the best alternatives of organisation**
- ▶ **Consider how the document is going to be used**

Typically, before writing, writers may first spend some moments thinking critically about what they want their writing to achieve, and decide to write down their objective, preferably in one sentence. They may consider who their readers would be, what they want, and what they need to be told. For example, they may put down on paper a few words that suggest the topics they wish to cover, what information they need to include, and may even assign such topics a specific order before they start to write. The approach described here emphasises purpose, readers' background, use, information needs, alternative patterns of organisation, and the environment in which the reading material is going to be used. It organises the reading material for the reader and guides him to understand it. This approach results in effective communication, because it has a clearly defined purpose. Because the writing is strategically planned, the writer is able to organise his or her ideas in a clear, fluent, concise, and coherent manner. The writing is, therefore, easier to read and understand. Sentences have fluency and logic that help the reader understand the writer's thought process. Overall, the writing achieves effectiveness.

In other words, the design approach consists of determining the purpose of writing, analysing the profile of the audience and the scope of what to cover, and generates potential contents, organises the material in the best format, and considers how it is going to be used. Writers who plan in this manner are following the design approach to professional writing that involves planning techniques such as

research, brainstorming, pre-writing, outlining, mapping, drafting, reading, investigating alternatives of organisation, revision, polishing and presentation. Planning clearly promotes the smooth production of meaningful text. This process of writing helps to produce stronger, more professional, focused work, because it shows how well the various elements are handled in the writing process. While this is not the only process that writers may follow, it does allow time for all the important stages of writing, including organising the writer's thoughts, collecting information and data, drafting multiple versions, and polishing the writer's work. The most important aspect of the design approach to writing is that it highlights the relationships that exist between these processes, while putting research at the centre of writing and thinking. Writing then becomes faster and better.

The design approach to writing offers the most viable option to the solution of writing problems. It is the architecture of writing. The overwhelming acceptance of the design approach to writing by professional writers is evidence of its validity, rationality, functionality, value, and workability. Other writing approaches, typified by freely writing whatever comes to mind without stopping to consider the output and such other related writing techniques, influence good writing performance only marginally.

To Be Continued

MICHAEL O. SACKEY
— EDITOR

*The Art of Writing is
the Art of Discovering
What You Believe.*



Gustave Haubert

Coal in Ghana's Power Mix ← Contd. from pg.17

Protocol. According to the International Energy Agency (IEA) (2012), in non-OECD countries gas would remain in third place behind coal and oil, with 24% of primary energy by 2035. India is currently the third largest coal user behind China and the United States. India's coal use, which increased by 90% between 2001 and 2012, is expected to more than double by 2035 as it is set to displace the United States before 2025 as the world's second-largest coal consumer.

Nonetheless, it is a fact that energy and environment policies would play a decisive role in future coal use. However, in most countries now pursuing aggressive economic development, coal use may be deliberately encouraged for sociological, economic and energy security reasons and this must reflect Ghana's energy policy regime between now and 2035 and beyond.

COAL – THE AFRICAN SCENARIO AND LESSONS TO GHANA

The African scenario with coal is not different from the global trend. Countries with vibrant economies such as Botswana and South Africa, derive respectively 100% and 93% of their electricity from coal. Other names include Morocco – 50% and Zimbabwe – 46% (IEA, 2011). Botswana, a lower middle-income country, has per capita usage of electricity of 1,358 kWh, driven solely by coal, while South Africa has 4,347kWh (CIA Factbook, 2012). Compare this to Ghana's 246kWh!

Coal might be one of the world's worst polluting primary fuels, but it provides 93% of electric power in South Africa, making that country an elite economy in Africa – creating employment and lifting many households out of abject poverty. According to Eskom's Chief Executive Brian Dames, South Africa has been very successful in using coal to grow the second largest economy in Africa – bringing prosperity to many and across the continent. South Africa has a total installed capacity of 45,700MW, and Dames (2011) argues that "South Africa will continue to use coal, and the country is absolutely not defensive about." Coal is a strategic resource and a game changer.

Underpinning the South African coal energy policy are first and foremost, energy security, affordability and energy supply access and availability. These pillars, Dames (2011) argues, are fundamental to economic growth, poverty alleviation and job creation.

And lastly, the strategy is about how coal energy is generated in a cleaner and friendly-environmentally manner. Coal power, like its nuclear counterpart, has the advantage of larger generation capacities. One generator can be as large as 2000MW per unit with up to 95 efficiency. A single nuclear power plant can be as large as 1600MW. The proposed Asogli coal power plant has 350MW per unit: Compare these with 170MW for each unit at Akosombo Hydro. A modern gas turbine output is limited to 265MW per unit with a stretched thermal efficiency of up to 57% (Breeze, 2005). Energy security has always been a major policy driver in advanced and emerging economies before consideration of lower carbon footprint technologies, as the latter tends to be more expensive.

South Africa, now with a robust economy on the back of coal energy, plans to diversify its electricity generation mix of 93% from coal, 3.5% from one nuclear power plant, and 3.5% from hydro sources, and a small wind station. South Africa's renewable energy industry is small, but as a policy the country plans to expand renewable electricity capacity to 18,200MW by 2030. Current nuclear power installed capacity is 1,940MW from one power plant in Koeberg and this is planned to increase to MW 9600 by 2030.

An energy policy on coal for Ghana would be strategic and encourage rapid economic development, against the background of rich deposits of gold, bauxite, diamonds, manganese, iron ore, limestone, kaolin, clay, etc, some of which are yet to be exploited. Ghana's natural resources require intensive-energy industries to develop and to hold the key to rapid industrialisation.

The 200,000-tonnes-a-year VALCO Aluminium plant at Tema continues to operate far below capacity, owing to insufficient power supply. The Bosai Minerals Group; investment of US\$1.2 billion in a modern alumina refinery in the Western Region by 2014 and to use bauxite from Awaso, has not yet taken off, due partly to power supply challenges.

Therefore, the building of the 700MW coal-fired power plant is timely if hope is to be brought into the aluminium industry, boost the national economy, create jobs and lift millions out of poverty in the Shama, area and across Ghana. The time to pursue an aggressive coal policy is now!!

Records Management: Essence of Records Keeping

FOSTER OPARE — PROJECT & SYSTEMS MONITORING

WHAT IS A RECORD?

A record is a document, regardless of the form or medium in which it is created, received, maintained and used by an organisation or an individual in the pursuance of legal obligations, or in the transaction of a business of which it forms a part, or provides evidence. We can say that records are documents created or received by institutions or individuals in the course of administrative and executive transactions.

Records are created and used daily to document actions, confirm decisions, identify rights and responsibilities and communicate information.

Records come in paper form, such as minutes, correspondence, memoire and other media, such as roll microfilm, computer, photographs, audio-visuals, electronic text, and online databases, etc.

As human beings have their characteristics, so do records. These include:

- ◆ Records are static in that they cannot be changed.
- ◆ Records have authority, in that they provide the official evidence of the activity of an organisation.



- ◆ Records are reliable and trustworthy; they are related to who created them and under what authority it was created.

- ◆ Records are unique, in that they are so special in the form in which they were compiled, and sequential to transactions within the context of the organisation or department they come from.

- ◆ Records are authentic, meaning they can be verified as exactly as they were created when first transmitted or set aside for retention.

Professional academic researchers from a wide range of disciplines; members of the general public; journalists; amateur researchers; genealogists; people wishing to have contact with the primary sources of

their national culture and tradition; people with urgent problems that can only be solved by referring to records; corporate organisations and individuals, use records for their day to day activities.

One can confidently say that it is not possible to remember vast quantities of information without creating an independent account, which is the record. Without records governments, corporate institutions and individuals today could not operate.

**Keep Records to
Monitor the Progress
of Your Business**

Tracking Implementation Status of Agreed Recommendation Using TeamMate

The key outcome of an audit assignment (or project) is a report or Management Letter of weakness issued to the Audit Client. Copies of the report are made available to key stakeholders such as the Audit & Risk sub-Committee of the Board, the Chief Executive and respective Deputy Chief Executives. Once the Management Letter is issued based on timeframes in the action plans regarding the implementation of agreed recommendations, a follow-up is performed thereafter to establish whether the required measures have indeed been implemented. Reviews are performed during the follow-up to appraise management of post audit actions and provide assurance that implemented recommendations adequately resolve the audit findings.

AUTOMATION USING TEAMMATE

With the introduction of **TeamMate** Audit Management Software by the Audit Department, the results of audit assignment (projects) can be viewed and interrogated centrally using the TeamCentral module. The TeamCentral is a web-based recommendations tracking database of every audit finding and key statistics for all projects.

It allows clients (action owners and key contacts) to track and monitor the progress of the implementation status of agreed recommendations. The TeamCentral also allows searching through the database of key audit issues, reports, plans, risks and control.

ACTION/RECOMMENDATION OWNERS

Action or Recommendation owners are the Executives, Branch Heads, Heads of Departments/Business Units and key Staff with the responsibility of implementing audit recommendations. They are permitted to access TeamCentral and provide updates or progress made towards implementation of their action plans. The owners (or Contacts) can only access data for which they are authorized. It is permitted to state percentage progress or completion of task and attach evidence (picture or document in pdf form, word, excel or power point). Audit results can also be viewed without the need to look at details.

Once an agreed recommendation is fully implemented, the owner is allowed to mark it as 'Implemented' and add relevant attachments.

AUDIT TEAMS

Audit Teams use TeamCentral to track and manage outstanding recommendations and action plans and

can optionally access and provide status updates for their issues or provide the updates whenever needed. When a recommendation owner mark a recommendation as 'Implemented', Audit Management can close or open the recommendation with verification or otherwise based on the sufficiency of the evidence provided.

E-MAIL NOTIFICATIONS

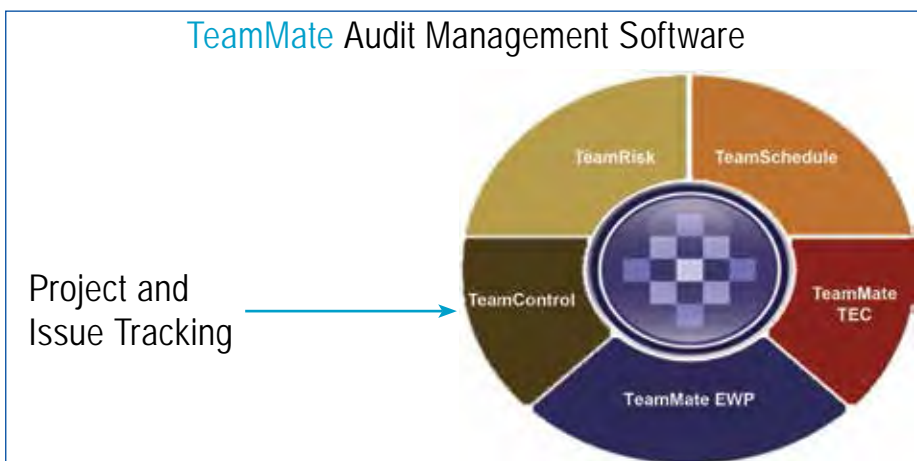
Automated e-mails keep the implementation tracking workflow and communication ongoing. Recommendation owners can access their issues and recommendations assigned them as and when the implementation deadline is due to provide status update proactively or upon the e-mail notification. E-mails can also be sent to selected recipients (Auditors or Clients) using a 'Comment' tab in TeamCentral.

SEARCH CAPABILITIES

There are search capabilities that allow Clients conduct data mining and queries on searchable field across and within all projects profiles especially search for issues and exceptions using criteria or allowed parameters.

REPORTS

With TeamCentral, certain reports can be available to the Audit Client. For instance, all Recommendations; Completed/Implemented and closed issues; Outstanding/pending issues as well as Recommendation aging can be generated. Each report can easily be exported to excel or pdf and be displayed in graphical forms. Dashboards can be designed for users in addition to graphical representation of search results to provide visual summaries of relevant search criteria. Progress charts that enable users view recommendations that are due, overdue, completed and closed are available.



Contd. on pg.28→

Positive Attitude Towards WORK

Jerry was the kind of guy you would love to have. He was always in a good mood and always had something positive to say. When someone asked him how he was doing, he would reply, "If I were any better, I would be twins!"

He was a unique manager, because he had several waiters following him around from restaurant to restaurant, because of his attitude. He was a natural motivator. If an employee was having a bad day, Jerry would be there, telling him how to look on the positive side of the situation.

Seeing this style really made me curious, so one day I went up to Jerry and asked him, "I don't get it! You can't be a positive person all the time. How do you do it?" Jerry replied: "Each morning I wake up and say to myself, Jerry, you have two choices today. You can choose to be in a good mood or you can choose to be in a bad mood. I choose to be in a good mood. Each time something bad happens, I can choose to be a victim or I can choose to learn from it. I choose to learn from it. Every time someone comes to me complaining, I can choose to accept the complaint, or I can point out the positive side of life. I choose the positive side of life."

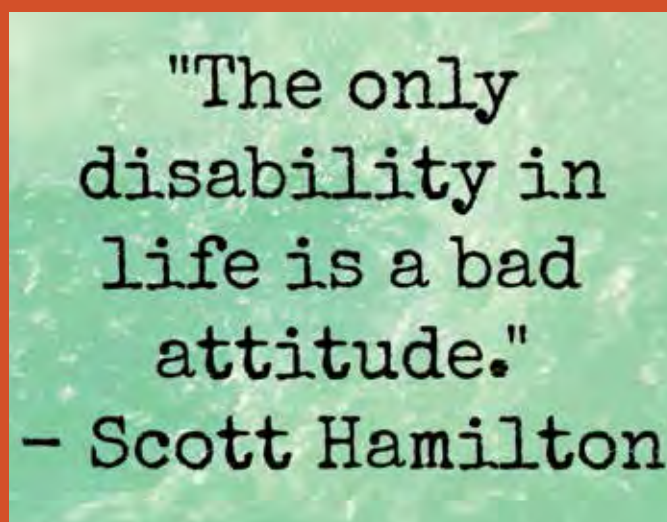
"Yeah, right, it's not that easy," I protested.

"Yes it is," Jerry said. "Life is all about choices. When you cut away all the junk, every situation is a choice. You choose how you react to situations. You choose how people will affect your mood. You choose to be in a good mood or bad mood. The bottom line: It's your choice how you live life."

I reflected on what Jerry had said. Soon thereafter I left the restaurant industry to start my own business. We lost touch, but often thought about him when I made a choice about life, instead of reacting to it.

Several years later, I heard that Jerry did something you are never supposed to do in a restaurant business: he left the back door open one morning and was held up at gunpoint by three armed robbers. While trying to open the safe, his hand, shaking from nervousness, slipped off the combination. The robbers panicked and shot him. Luckily, Jerry was found relatively quickly and rushed to the local trauma center. After 18

hours of surgery and weeks of intensive care, Jerry was discharged from the hospital with fragments of the bullets still in his body. I saw Jerry about six months after the accident. When I asked him how he was he replied, "If



Contd. on pg.28→

Tracking Implementation Status of Agreed Recommendation Using TeamMate

← Contd. from pg.26

CONCLUSION

In concluding this part of the series, it is important for all Clients to create action plans for implementing audit reports recommendations, and provide

progress updates within an agreed time period (mostly on quarterly basis) or as and when an action become due using the TeamCentral.

Audit Department has already com-

menced training of clients and will pursue this programme corporate wide in the foreseeable future to equip all clients until the use of TeamCentral is embedded in our culture.

POSITIVE ATTITUDE TOWARDS WORK ← Contd. from pg.27

I were any better, I'd be twins. Want to see my scars?"

I declined to see his scars, but did ask him what had gone through his mind as the robbery took place. "The first thing that went through my mind was that I should have locked the back door," Jerry replied. "Then, as I lay on the floor, I remembered that I had two choices: I could choose to live, or I could choose to die. I chose to live." "Weren't you scared? Did you lose consciousness?" I asked. Jerry continued, "The paramedics were great. They kept telling me I was going to be fine. But when they wheeled me into the emergency room and I saw the expressions on the faces of the doctors and nurses, I got really scared. In their eyes, I read, 'He's a dead man.' I knew I needed to take action."

"What did you do?" I asked.

"Well, there was a big, burly nurse shouting questions at me,"

said Jerry. "She asked if I was allergic to anything. 'Yes,' I replied. The doctors and nurses stopped working as they waited for my reply ... I took a deep breath and yelled, 'Bullets!' Over their laughter, I told them, 'I am choosing to live. Operate on me as if I am alive, not dead.'"

Jerry lived, thanks to the skills of his doctors, but also because of his amazing attitude. I learned from him that everyday, we have the choice to live fully. Attitude, after all, is everything.

Research shows that only eight percent of the things we worry about are worth being concerned about. People with positive work attitudes know this, therefore, they do not waste time worrying and they expend their energies on more positive activities.

When a person has a positive mind towards work, it helps him/her to cope with the stress at work. Employees with positive

attitudes' towards work inspire and motivate others to do their possible best. An employee's positive attitude towards work is able to turn challenges to opportunities which enable others to see him as a role model.

Smile and laugh often, it is a powerful tool to relax the whole body; watch hilarious comedy shows and read lots of comic books. Develop a habit of using positive language, such as "Please", "I am sorry", "Please can I help you?". And also, think about all the positive things you wish to accomplish during the day, and always expect the best.

Surround yourself with positive people; it always helps to remain positive in everything you do.

Perform your work with passion and enthusiasm.

LOVERTH KUFE
 — NATIONAL SERVICE PERSON,
 CORPORATE COMMUNICATIONS UNIT, ACCRA

VRA Tennis Club *WINS* Tournament

The Accra Lawn Tennis Club suffered a 6-5 defeat at the hands of VRA Tennis Club, in a recent friendly tournament hosted by VRA Tennis Club at Akosombo.

The one-day tournament, sponsored by the United Bank for Africa, saw a former Management staff of the Authority, a former Chief Executive of Korle-Bu Teaching Hospital, Dr. Holdbrook-Smith, and a former Miss Ghana, Ms. Bridget Dzogbenuku, in attendance.

The Captain of the VRA Tennis Club, Mr. Alfred Okang, explained the essence of the tournament saying, “They are held every quarter as a way of promoting the sport, enhancing the corporate image of the Authority and serving as a platform for networking.”

Mr. Okang, who was also the Score Master for the tournament, described it as very competitive and gave the overall score-line as 6–5 in favour of the VRA team. VRA lost 2–4 in the singles, and won 4–1 in the doubles.

Speaking to the Corporate Communications Unit after the game, a veteran of the VRA Tennis Club, Paa Kofi Grant, said the secret of the VRA team was that it had a motivator and inspirer in the person of Ing. Kirk Koffi, the Chief Executive.

“The team never underestimates any opponent. We keep training and we exercise all the time. The club now has a substantive coach, Nana Yaw Fumi, a National player and, he noted, that was also a motivating factor that had led to an increase in membership”. Mr. Grant, who won all his singles and doubles games, praised his team members for their excellent performance.



AGE-CHEATING and the Decline of African Football

DAVID N. OTOO-MENSAH — SERVICE PERSON, COPORATE COMMUNICATIONS UNIT, ACCRA

Sports in general is a means for unifying nations and continents, generate income, entertain, and serve as a source of employment for many.

Over the years sports has become a very lucrative business in which talents in various disciplines strive to become the best for either glory or financial gain.

Sports is on the rise all over the world. But in Africa there seems to be a steady decline, resulting from one scandal or another, or from failing to meet the most basic expectations. Corruption, cheating, greed, lack of foresight, have simply stunted any hopes that Africa has of achieving the heights.

In Africa, football is a continental passion, yet time and time again we have failed to perform on the bigger stage. When we have faltered we are given every excuse imaginable. And in doing so we have succeeded in driving emerging talents on our continent, such as Stephen El-Shaarawy, Mario Balotelli, Danny Welbeck, Paul Pogba, to defect to some European countries.

In a bid to match other footballing super-powers we have resorted to various antics, most infamously “age-cheating”. The various football associations in Africa have turned a blind eye, and in most cases aided footballing talents to lie about their actual dates of birth, so as to keep up with the rest of the world. Or so they

think, in the past couple of years age-cheating scandals have rocked Africa. These have embarrassed the Confederation of African Football (C.A.F), which has failed to deal with this issue, only for the world’s football governing body FIFA, to place sanctions on offenders. Recent scandals have included Ghana’s Under 17 national team. Memorable somewhat comical instances include the 1999 FIFA U-17 World Championship, in which Nigeria beat Japan 9–0. Following that game Japan's French manager, Philippe Troussier, remarked that he saw one of Nigeria's U-17 players enter a taxi "with his wife and two children", implying that Nigeria had fielded over-aged players. Another was when Nigerian Defender, Taye Taiwo, was supposedly celebrating his 26th birthday in Milan, while his twin brother was celebrating his 33rd birthday back in Nigeria.

Once a country engages in age-cheating, the ripple effect is carried to the national level. And since the shelf lives of athletes end around the mid-thirties, players become more in-

terested in making as much money as possible before they retire.

It is imperative that African FAs become honest and look for ways to nurture and harness the best, young, emerging talents, as that would go a long way to fuel the success of the national teams. Instead of repeatedly reducing the age of footballers, so that they could compete in lower age tournaments with the sole aim of outwitting officialdom and achieve undeserving successes, qualified, standout performers must be promoted to the next level until eventually they hit the heights. An extraordinary example is Xavi Hernandez of Spain, who took part in various youth tournaments in the days of Ishmael Addo, Owusu Afriyie and Aziz Ansah. Hernandez is still playing with the famed Barcelona FC, whereas his supposed peers have long since retired from football.

Africa must strive to rub shoulders with the big guns and shine on the world stage in an honest, structured and disciplined manner, because football is global; it is celebrated, adored, and it is glorious.

In a bid to match other footballing super-powers we have resorted to various antics, most infamously “age-cheating”. The various football associations in Africa have turned a blind eye, and in most cases aided footballing talents to lie about their actual dates of birth, so as to keep up with the rest of the world.

Losing The Concept Of Education And Schooling?

LINDA AFARI — SERVICE PERSON, CORP. COMMS. UNIT, ACCRA

Some scholars say they do not allow their schooling to interfere with their education. For a long time I did not quite understand how that worked because, after all, enrollment in our individual universities or schools was for our education.

Thoughts like this have run through my mind until finally, it all made sense.

In our university college, we've just spent four years or more working hard to attain our degrees. We have spent hours studying for classes, hours writing papers, hours listening to our lecturers. It has been a long and wild ride, but here we are in the corporate world.

I realise that acquiring a degree is not an accomplishment, rather a responsibility. Without that responsibility, we would not be charged to go out and make the world a better place. Thus performing one's responsibilities changes the world into a better place.

What does it mean to change the world and make it a better place? In my opinion it is for everyone to play his role well. All you have to do is to make yourself as good as you can be and share what you have gained with others. A little kindness touches a lot of hearts, and a life spent pursuing one's dreams are for the common purpose of humanity.

While school is now over and we find ourselves in the corporate environment, our education never ends. And that is a reality. Because education is not all about diplomas or degrees, but also about the successes and failures that we have in life, the progress we make and the way we overcome our obstacles. Finding an education is a lifelong dream, and even though some of us feel we are lifelong students, the truth is that an education is simply something you really can't avoid.

I wish to imprint this thought on the minds of all my readers that: **education never ends** just as schooling ends at each level.

Wherever an individual finds himself, he should be aware that it's a platform on which to be educated, to get the necessary skills and ideas to help his own economy and his country as a whole.

NEXT TIME YOU SEE A COURT HOUSE ...

In the early hours of Wednesday November 26, 2014, while most staff were awake but still lying in bed, I made my way, to the Akuse junction, en route to Accra.

It was an ordinary day, so I had drawn up a short itinerary. The first was a visit to the Cocoa Affairs Court, where a case involving a family member for whom I had stood surety some time ago was being heard.

When the case was called it was reported that the accused person had jumped bail several times. The judge then asked for the sureties and I stepped forward. It was then that he dropped the bombshell: "Take him to remand." It was the first time I had entered a court room; the first time I had stood before a judge, the first time that I'd heard my name mentioned in court. Apparently none of these impressed the judge.

A policeman later explained to me the gravity of the court order. It was a prison custody, which meant I could be sent to Nsawam, Ankaful or Akuse. Me? How? Fortunately I ended up only at an Accra police station.

The lessons from this short experience are legion. But the one that I will never forget is that at the court no case is small. You should take every court case seriously, otherwise you'll have yourself to blame. As much as possible consult, and if possible go with a lawyer, since it is difficult for the ordinary person to know and understand the complexities of the court processes.

The best approach, of course, is to be cautious and avoid getting into trouble, even if it has to do with a relative. As the lawyer explained to me later, I should have been summoned, first to produce the accused person within a certain timeframe, or be made to pay in court the amount he owed. But that was not done and there was no one to talk for me at that material time.

As I left the court premises after I had been released through the indefatigable efforts of one top-class in-house lawyer, and the instrumentality of a former VRA staff who is a well-known Member of Parliament, a certain man advised: "Next time you see a court house, go away from it as far as possible." I nodded involuntarily. It was then that I realised I had not eaten for two days!!

KWESI EYESON — HUMAN RESOURCES DEPARTMENT, AKUSE

Akosombo Staff Undergo Ebola Sensitisation

NATHANIEL MENSAH — CORPORATE COMMUNICATIONS UNIT, AKOSOMBO



Dr. Rebecca Acquah-Arhin, Ag. Director Health Services, addressing staff at the Ebola and IPC training.

The Staff of VRA Hospital at Akosombo have benefitted from a sensitisation and awareness programme on Ebola.

The workshop, which brought together staff from the various sections of the hospital, was aimed at educating the staff on how to minimise the risk of the Ebola Virus Disease (EVD) in case of a possible outbreak.

Addressing the health workers, Deputy Director of Clinical Infections Management and National Infection Prevention Control Co-ordinator at the Ghana Health Service, Madam Getrude Avortri, said the training was to equip the health workers, usually the first line

of contact, with the necessary skills that would enable them to educate the general public on ways to prevent and manage Ebola.

She said EVD was a severe, acute, viral illness that often began with the onset of fever, intense weakness, muscle pain, headache and sore throat. This, she said, was followed by vomiting, diarrhoea, rash, impaired kidney and liver function, and in some cases internal and external bleeding.

The virus could be acquired on contact with blood or body fluids of an infected animal.

Making a presentation, the Public Health Specialist of the Disease Surveillance Department of the Ghana Health Service, Dr. Emmanuel K. Dzotsi noted that

health-care workers could be infected while treating patients with suspected or confirmed EVD. He, therefore, called for a review of the current procedures at health posts in the country, to enable early detection and proper management of the disease and to avoid major catastrophes.

The Administrator of the VRA Health Services Department, Mr. Kwasi Aniagyei, said Management was committed to tackling the EVD in case of any outbreak.

Addressing staff of various departments at the Akosombo International School conference room in another sensitisation programme on EVD, the Acting Director of Health Services, Dr. (Mrs.) Rebecca Acquah-Arhin, advised staff to



Dr. Christian Addai, Health Services, Akosombo, addressing staff at the sensitization workshop.



Mrs. Victoria Marking, Staff Nurse, demonstrating recommended handwashing methods to staff.

pursue personal hygiene, vigorously because that was the one sure way of avoiding contracting and spreading the disease.

Messers Ato Davies and Christian Addai, both of the VRA Hospital, made presentations on EVD and called on staff to report to the hospital any suspected case(s). Staff were taken through, the proper hand washing procedure and the proper application of hand sanitisers, as a way of maintaining personal hygiene.



Mr. Kwasi Aniagyei, Administrator, VRA hospital Akosombo, addressing staff.



Dr. Emmanuel K. Dzotsi educates the staff of VRA hospital on preventing, managing and treating the Ebola Virus Disease.



Dr. Ato Davies, addressing staff at the training.

Ebola spreads through direct contact with contaminated animals, objects (such as needles) or an infected person's blood or secretions.

ENERGY CONSERVATION AN ATTITUDE, NOT A CHOICE

SAMUEL deGRAFT-JOHNSON — CORPORATE COMMUNICATIONS UNIT, ACCRA

The chaotic nature of the power system, attributed to the huge deficit in generation, has put the campaign on energy conservation into overdrive.

But Ghana still lives with a waste of as much as of the power it produces.

Ghanaians have to eliminate the impression that energy conservation means consumers should not use the power at all. Yet there is a difference between **energy conservation and efficient energy use**.

Energy conservation means reducing energy consumption, by using less **energy**. This differs from **efficient energy use**, which means using less energy for a particular purpose. For example, driving less is an example of **energy conservation**.

The current power situation has resulted from erratic gas flows, low levels of water in the Volta Lake, the result of poor rainfall inflows, as well as maintenance works at some of the Authority's generating facilities.

Nonetheless, it must be clear that even if all the above ills were remedied today the load shedding situation would not change even if there is consistency in adding generation, as demanded. The reason is that there is incessant wastage in the system.

In fact, it has always been argued, from the lay man's point of view, that wasting power in our homes indirectly amounts to wasting the water in the dam. Effectively put the attitudes of Ghanaians, besides poor rainfall, have contributed to the situation in which the Volta Lake finds itself today.

The more power generated, the more water used. So if the power being generated is being wasted, then by extension, we are also wasting the water.

Conserving energy not only benefits the consumer, it also helps make savings on the fuels used in generating the power (water in the dam, gas, crude oil).

Now let's see how our individual attitudes can contribute to energy conservation as was done during the World Cup. (*You remember the TV commercial by the Energy Commission urging consumers to switch off their deep freezers from 6pm-12pm?*)

First, I doff my heart to users of CFLs and would urge those who are still using incandescent bulbs to make a change since it's a huge medium for energy waste.

Below is a guide to help with the energy conservation campaign:

Use of Pressing Irons.

- Press fabrics which require lower temperatures first, as the iron takes longer to heat than to cool.
- Iron in bulk, instead of one item at a time.
- Turn off the iron before attending to other business.

Use of air conditioners

Airconditioners account for about 6.5% of energy used in the home. But let's face it, do we really need them. Installing fans to supplement, or replace, airconditioners could greatly reduce consumption, as they generally use much less power. To conserve energy in the use of airconditioners, please observe the following:

- Set the thermostat comfortably high; at 25°C instead of in the tens or the low 20s, and you probably couldn't tell the difference, even though every degree less than 26°C results in noticeably higher bills. Yet increasing the setting by only 1°C could save you a lot of money!

- For older airconditioners, use a power controlling device to reduce the energy consumption of the AC's electric motor.

- In Ghana, the Energy Efficiency Standards and Labelling Bill, LI 1815 has been passed for air-conditioners and fluorescent lamps. Look for the energy efficiency label and select a high-efficiency model when replacing or buying a new airconditioner. A five-star rating is highest and is highly recommended. This uses less energy and could save you a lot of money.

- Make sure airconditioners are properly maintained.
- Make sure airconditioned spaces are properly sealed, keep doors closed while they are in use and check for holes or cracks around windows, doors, and ceilings that can leak cool air or allow warm air to enter. It is not recommended to use airconditioners in rooms with louvre blades.

- Keep the window curtains closed during the day to prevent sun rays entering the room.

- Turn off unnecessary lights; they produce heat, which works against the airconditioning.

- Switch off airconditioners at the end of the day and when leaving the office for long periods such as lunch break.

Lighting

Making improvements to your lighting is one of the fastest ways to cut your energy bills. An average household dedicates more than 30% of its energy budget to lighting. Using new lighting technologies can reduce lighting energy use in your home by 50% to 75%.

- Change to Compact Fluorescent Light. They cost a bit more than ordinary incandescent light, but last up to 12 times longer and could save you a lot on your electricity bill over the bulb's lifetime! In fact they pay for themselves in as little as three months.

- Turn off the lights in any room you're not using, or when you leave a room.

- Take advantage of natural light where possible; draw the curtains to admit light into the rooms.

- Use outdoor lights with a photocell unit or a motion sensor so they will turn on only at night or when someone is present. A combination of photocell and motion sensor will increase your energy savings even more.

- Remove defective fluorescent tubes from circuit.

Use of Refrigerators

- Refrigerator doors should not be left open for longer than necessary.

- Don't put hot food straight into the fridge; it should be allowed to cool down first.

- A fridge should be regularly defrosted to keep it running efficiently. If it tends to frost up quickly, the door seal should be checked.

- Keep the fridge away from cookers and boilers.

- Thermal overload devices on fridges, etc., should be checked regularly, as they may become welded and pass large currents.

- When buying a new fridge, consider a high efficiency model.

- It is cheaper to run one large refrigerator than two small ones.

Use of other Electrical Appliances

- Do not leave appliances such as TVs, stereos, computers, monitors and DVD players on standby. And remember not to leave appliances such as mobile phones or laptops on charge unnecessarily long.

- Make sure your appliances, electrical circuits and cooling systems are properly maintained. Check the owner's manuals for the recommended maintenance.

- Boil only as much water as you need. Why heat a whole kettle of water just to drink a cup of tea?

- When the opportunity arises to replace appliances, form the habit of buying only energy-efficient appliances.

- When buying a dishwasher, look for energy-saving features, such as a short wash-cycle. Shorter washing-cycles with fewer rinses save water and water-heating energy.

- Avoid running large appliances such as airconditioners, washers, dryers and ovens during peak demand hours (between 6pm 10pm)

- Wash full loads only, but don't overload. It takes about as much energy to wash a small load as it does to wash a full load. Full loads also save water.

- Remove clothes from the dryer as soon as tumbling stops. If clothes become wrinkled from lying in the dryer, extra energy must be used to iron or dry them again.

In conclusion, let us remind ourselves that energy conservation does not mean non-use of power. All we are saying is, use it efficiently. After all, the money you spend on electricity monthly cannot generate power for you.



TRIBUTE TO MY GREAT DEPARTED FRIENDS

It is not unusual to remember one's great friends who have transited to the other world, especially if they were close to you. It is, therefore, with great pain that I pay this personal tribute to my great friends who have passed on to glory at the prime age, when it seemed they had the whole world ahead of them.

KWESI EYESON — HUMAN RESOURCES DEPARTMENT, AKUSE

George Folley was the statistician at the Human Resources Department in Accra for many years. He was hard working and committed to his work. He was also a great conversationalist. He frequently cracked jokes and those made him very popular, especially with the ladies. He died in 2003 after a short illness.

George Folley,
Statistics Officer,
Human Resources, Accra
2003

George Wiafe,
Principal Admin. Officer,
Human Resources, Accra
2007

My very humble friend, George Wiafe, was transferred from NED to the Human Resources Department in Accra. He was young, selfless, hardworking and industrious. It is a matter of record that he used to close from the Head Office well after 10.00pm, and never asked for overtime allowance. He died suddenly in 2007.

I worked with Olivia Jonfia-Obu when I was transferred to the Human Resources Department in Accra in 1999. We were then transferred together to Akuse HR, following the Devolution and Decentralisation (D&D) in 2002. It came as a shock when I discovered that she had in her possession a juvenile love poem that I had written in 1978 while a teenage student at Mfantsipim. She had obtained it from a MOBA 77 classmate of mine who had kept it and passed it on to her to tease me with it. One thing I remember about Olivia was that she claimed all her male friends were MOBA, i.e., old students of Mfantsipim. What she didn't know was that Mfantsipim also had old girls; two of them, Dr. Mary Grant and Mrs. Sylvia Boye, joined the boys at Mfantsipim, at a time Wesley Girls High School did not have the Sixth Form. So she could also have considered herself a MOBA without any contradiction.

Then early one Saturday morning in September 2011, we received the devastating news: Olivia was gone – gone forever.

Olivia Jonfia-Obu,
Senior Admin. Officer,
Real Estate &
Security, Akuse
2011

Olivia Adjei-Larbi,
Principal Community
Relations Officer, Aboadze
2013

As for the beautiful Olivia Adjei-Larbi, she was my student. Even though she was a student of Mfantsiman Girls Secondary School, she attended vacation classes in Cape Coast, and I had the opportunity to teach her Economics. She was a very brilliant student. When she joined VRA and saw me, she started calling me 'Sir'. Her death in 2013 was, indeed, a great shock to me.

Removal of KPONG GS STATOR: A Rare Opportunity

SOPHIA TIJANI — AKOSOMBO GENERATING STATION

On October 20th 2014, Kpong GS Unit 2 (19G2) was handed over to the EPC Contractor, Andritz Hydro, to start the rehabilitation works. Yes, finally the KGSR Project has started. For somebody who had been part of the procurement process, it gives me much joy to also see the refurbishment works.

I am filled with excitement as I write, because, for the first time in my career, I have seen a stator frame being lifted. People pay dollars for plant tours, but none of those expensive tours gives one access to torn-apart generators, or the lifting of a stator. What normally happens during our minor overhauls is the removal of the rotor. But not the stator.

But, thank God for this rare opportunity. For the first time I observed the removal of the 19G2 stator on Tuesday, November 11 2014.

Andritz designed and manufactured a special jig, hooked it to the stator frame and, with the support of nylon slings, successfully lifted the 129-ton sta-

tor from its position to the erection bay. Oh, what a spectacle to behold.

Kpong GS was commissioned in 1981 and had been operating reliably until the early 2000s when the plant started having major failures. KGSRP was, therefore, set up to refurbish it and upgrade some components, to ensure it operated reliably for the next 30 years; meaning the 3-year KGSRP, was not an uprate project. Therefore VRA did not expect an increase in output, as it did with the Akosombo Retrofit.

THE KPONG GS STATOR



Jig fixed to the upper bracket of stator frame.



Stator frame gradually being lifted



Stator on the move



Stator being guided to rest safely on metal supports at the erection bay



Ayekoo to the Crane Operator



I was there, with Dennis and Jacob

GHANA'S EXHAUST-FUMING CAPITAL CITY

INI-AM ISSAH SULEMANA — SERVICE PERSON, CORPORATE COMMUNICATIONS, ACCRA

The New York Times, one of the world's most credible newspapers, named Ghana's capital, Accra, as one of the top travel destinations for 2013.

According to the publication, Accra was placed fourth in a list of 46 places to visit in 2013,¹ describing the City as "a buzzing metropolis ready for business and pleasure."

Truly, Accra is alive and ready for business, as it welcomes migrants and travellers from within and outside the country.

As rural migration continues to increase, so do tourists from all walks of life stream in and out of the metropolis that accommodates about four million people.

However, in spite of the perceived attractiveness, the city of Accra faces significant challenges, including rickety commercial vehicles that produce thick, toxic, exhaust fumes. These vehicles are the major medium of conveying school children and workers to and from their various destinations.

Whereas in other cities the key means of transport is either the train, or public buses, the city of Accra, has a poorly managed transport system, with "trotros" being the most popular.

Though these trotro buses play a crucial role in the lives of the people, their wobbly tyres, rickety bodies and the extremely heavy fumes emanating from their exhausts pose a major health concern to their patrons and the general public. It is worrisome to find the streets of Accra filled with dark, thick, exhaust fumes that can cause various ailments, including lung cancer, pneumonia, bronchitis and asthmatic attacks, etc.

It is unfortunate that many motorists, pedestrians and other road users are not aware of the dangers involved in inhaling the carbon monoxide which the US Department of Labour describes as poisonous, colourless, odourless and a tasteless gas, which gradually snuffs away the lives of unsuspecting inhalers.

As a country we should be concerned about reports issued by Green Cross Switzerland and the Blacksmith Institute both of which rank Ghana's capital in the top 10 most polluted places in the world, thanks to her toxic fumes. Another study undertaken by *Environmental International* in 2011 reported that sampled breast milk from mothers in Accra showed elevated levels of polychlorinated biphenyl, an industrial chemical banned by a 2001

United Nations treaty, and polybrominated diphenyl ether, a flame retardant.

The Road Traffic Regulations 2012, LI 2180, emphasise safety on roads. However, the issue of vehicular emissions have not been sufficiently covered to indicate the standards for the country. For instance, Regulation 2 states: "A person shall not drive a vehicle on the road unless the engine of that motor is covered and does not pose a danger to other users of the road."

This suggests that with immediate effect, those responsible for maintaining our lorry stations must be called to order.

Education should extensively be extended to our drivers to do the best they can to keep the interior and exteriors of their vehicles clean and to help keep passengers and pedestrians safe.

The various Chairmen of the Ghana Private Road Transport Union could be the agents for change, if Ghana is to see an improvement in the maintenance of these commercial vehicles. Strict emission regulations should be included in the Road Traffic Regulations in order to ensure that drivers do not use vehicles that emit toxic exhaust fumes.

VRA Sensitises Two Communities On Agroforestry

NATHANIEL MENSAH — CORPORATE COMMUNICATIONS UNIT, AKOSOMBO

The Environment and Sustainable Development Department (E&SDD) of the Volta River Authority has organised a sensitisation programme on agroforestry for the inhabitants of Dodi Asantekrom and students of Apeguso Senior High School both within the impacted areas of the Authority.

The programme was designed to educate the people on the importance of agroforestry as a means of safeguarding the Volta Lake while creating a more diverse, productive, profitable, healthy and sustainable land-use system.

Addressing the people of Dodi Asantekrom and students of Apeguso Senior High School at separate events, the Principal Environment Officer of the E&SDD, Mr. George Bamford, noted that

agroforestry had a lot in common with intercropping. Each had two or more plant species close together providing multiple outputs and, higher overall yields and, because they shared a single application or input, costs were reduced.

Mr. Bamford observed that agroforestry systems could be advantageous over conventional agricultural, and forest production methods. "They can offer increased productivity, greater economic benefits, and more diversity for the ecological goods and services provided," he said.

Agroforestry practices may also realise a number of other environmental benefit such as: carbon sequestration, odour, dust, and noise reduction, green space and visual beauty enhancement, and the maintenance of wildlife habitats.

"Trees and shrubs can increase a farm's profits when they are grown to produce high-value timber or other tree products," Mr. Bamford indicated.

He encouraged the people to introduce agroforestry methods into their agricultural practices, as they provide a different land use option, compared with traditional arable and forestry systems. They make use of the complementarity between trees and crops, and allow available resources to be more effectively exploited. "The agroforestry plot remains productive for the farmer and generates continuous revenue, which is not the case when arable land is exclusively reforested. Agroforestry allows for the diversification of farm activity and makes better use of environmental resources," he observed.



National Service Personnel Share their Experience

Moritz Gabrah Yankah,
Corporate Comms. Unit, Akosombo

Moritz Garbrah Yankah is a National Service Person with the Corporate Communications Unit at Akosombo.

With a degree in Bachelor of Science (BSc) Business Administration (HR Option) from the Central University College, Moritz describes his experience with the Volta River Authority as insightful.

This, he says has enabled him to build on his communication skills and to relate with high profile personalities, particularly those on visit to the Akosombo Generating Station.

“Prior to my posting, I always felt I understood the concept of Communication. However, my experience with the Unit has actually exposed me to the fact that Communication is both an art and a skill that needs to be developed, since it is applicable everywhere,” he said.

He also gives high marks to the working environment at the Volta River Authority, where, he says, employees are always willing to impart their knowledge and experience to national service personnel who work with them. Mr. Yankah said learning at school comes with its limitations, as students can only learn what their professors teach them, while on-the-job experience is more practical and enlightening.

Moritz Yankah has learnt more about organising corporate events and working as a team with people from diverse backgrounds.

He observed: “The Unit’s staff strength does not match the work load. So the Authority has to consider staffing the Unit adequately to function effectively.”

He advised colleagues to create good impressions of themselves while working with the VRA, so that they would leave footprints that would make future generations know that they once passed through the organisation.

Maame Serwaa Kyei Baffour of the Corporate Communications Unit says it has been a great experience working with the Unit. This she says, had given her the opportunity to build on her inter-personal relationships and how to co-exist with people of different cultures, mindsets and opinions.

She says she had gone through some difficult times,

Paul Opare,
Finance Department, Akosombo

There is nothing as interesting as learning about new software that enhance one’s ability to do an assigned task. As an accountant learning Oracle and working with it, I shall forever cherish this experience.” Says Paul Opare, a National Service Personnel.

Paul says he sees his dream of doing his National Service with the Finance Department of the Volta River Authority coming true.

With a Higher National Diploma in accounting from Ho Polytechnic, Paul says, working with the Finance Department has given him the opportunity to put into practice what he had been taught at school.

Paul says recalling invoices from external creditors and learning the procedures involved in the withholding of taxes are some of the experiences he had acquired as a Service Person. “I now know what accounting really entails. It is one thing learning accounting in the classroom, and another putting it into to practice.”

Mr. Opare says his experience with the Finance Department of the VRA has strengthened his personal values: such as; having an eye for detail and maintaining integrity, among others. This he says has boosted his confidence and prepared him to face the future.

When asked his opinion about learning in school and learning at VRA, Paul said there was an obvious difference as school provided only theories, whilst VRA has equipped him with the relevant skills that put him ahead of his colleagues.

Paul says it is really a challenge working under pressure, particularly when one was not used to it; that although he was faced with that problem, his experience at the department enabled him to overcome that weakness. “Indeed,” he says “I now see working under pressure, as a motivation to work extra hard.”

Maame Serwaa Kyei Baffour, Corporate Communications Unit, Accra

Maame Serwaa Kyei Baffour of the Corporate Communications Unit says it has been a great experience working with the Unit. This she says, had given her the opportunity to build on her inter-personal relationships and how to co-exist with people of different cultures, mindsets and opinions.

She says she had gone through some difficult times,

but was quick to add that those challenges were part of the learning process. What she had learnt on the job at VRA she notes, were in sharp contrast to what she learnt at school; but her association with the VRA, she says had enabled her to put the theories into practice.

Maame Serwaa Kyei Baffour advises her colleagues to make the best of every opportunity.

National Service Personnel Share their Experience

Gifty Adu-Gyamfi,
Procurement, Aboadze

Recounting her experience as a National Service person Gifty Adu-Gyamfi recalls that she was given the opportunity to put into practice all the theories that she learned at school.

She said as her job function was basically to deal with suppliers, she realised she had to build her capacity in human relations. Gifty is excited that through her experience with the VRA, she has been able to develop that skill and hopes to strengthen it further.

And, she points out, her level of patience has improved, as she needs tons of patience in dealing with clients. “My clerical duty skills have also improved, boosting my confidence,” she says.

She commended staff on their friendliness and expressed appreciation to her superiors for their willingness to impart their skills and knowledge to them. The work environment, she says is conducive to learning, and that enables trainees learn fast whatever they are taught.

Gifty Adu-Gyamfi says she is grateful to VRA for exposing her to the Oracle software which, she says, is interesting to work with. She summed up the new skills she learned at VRA as learning to dispatch documents, negotiate with suppliers, following up on suppliers to check on items delivered to them, among other procurement duties.

Kwame A. Derrick,
Investment, Accra

Kwame sees his attachment to the Investment Department as very educative. That experience, he says, had greatly impacted his life and he concurs with the view of some of his colleagues when he says the work environment was quite conducive for learning. But adds: “There is still room for improvement.”

Kwame says learning about timeline designs and reporting financial information using the “CATNIP,” a not-so-well-known word, had improved his skill in reporting. This, he says confirms the view that what he learned at school was completely different from what he experienced in the field of practice.

Kwame’s perception of learning at the VRA is a great experience. However, he said, the difficulty in getting access to information and having less work to do some of the time were some of his challenges.

He suggests that service personnel should be assigned more work, so as to enable them to gain full exposure during their attachment.

Dan Ayebida Mammah, *Thermal Generation, Tema*

Dan Ayebida Mammah, a National Service Person at the Tema Thermal Generation Plant, says his experience with the VRA has broadened his knowledge, as the environment was conducive to learning. Learning at VRA, he says was more practical than at school.

Working with the VRA he says had exposed him to a

lot of situations. For instance, he has learnt the meggering of transformer insulation resistance, as well as of generator and motor insulation resistance. At school it was all theory, he noted. VRA, he says has helped him improve his skills.

He urges VRA to do more to encourage learning. One of his most serious challenges is transport; he suggests that workers should be cooperative. He concludes by saying that VRA is an “A” plus making Service.



Christmas & New Chief

All too soon the year 2014 is drawing to a close. Though a challenging year, I am delighted to note that we have successfully gone through the operational challenges that confronted us during the period with our heads above the water.

We began the year with great expectation. Yet, it fizzled out as the level of our challenges continued to swell. Nonetheless, we should be proud of our marginal successes and hope the New Year brings us good tidings. I am pretty confident that our challenges have given us a broader perspective which would guide us in the coming year.

The issue of gas from Nigeria continued to be our bane as erratic or low gas supply coupled with the reduction of hydro generation as a result of the low inflows into the Volta Lake in 2013 and 2014 largely contributed to the generation deficit the country is experiencing.

Thankfully, the much anticipated Ghana gas has been delivered at Aboadze. It is our hope that

the volumes would be ramped up to ensure a consistent sustainable supply. Another positive from the use of Ghana gas is that, it would enable the Authority to cut back on the use of light crude oil and also reduce the downtime of the machines ensuring improved plant availability throughout the year.

Additionally, we have signed a Memorandum of Understanding (MoUs) with some private entities to provide us with extra gas from Nigeria. We are also excited with our agreements with Quantum Power and General Electric to provide us with Liquefied Natural Gas (LNG) on completion of their facilities. All these we believe would strengthen our position going into the future as sustainability in gas supply would bring the relief we all desire and help us achieve our mandate of providing adequate, regular and stable power to our stakeholders.

Apart from gas supply, we are also working hard at completing, within the allotted time, the Authority's committed projects. Particularly, we are elated by the fact that by the first quarter of



Year Message from **Executive**

Colleagues, Christmas is a time to express the spirit of love, joy and thanksgiving to God, our family, work colleagues and friends. Though generally challenging, the Lord has seen us through to the end, and so we must be grateful for His grace and mercy.

2015, our 220 MW Kpone Thermal Power Plant would come online to beef up the system. TICO expansion works are also ongoing and we hope it would be completed on schedule. The ultimate is to ensure an ease in the current generation shortfall and also make room for a reserve margin as required by international standards.

It is my delight to inform you that VRA has signed an MoU with Shenzhen from China to explore the possibility of putting up a 700 MW Power Plant using Clean Coal Technology. We have also entered into a Joint Venture with EDF of France and Globeleq to add on the needed generation to power our economy. It is my expectation that we would all contribute our quota to make these initiatives possible.

Colleagues, Christmas is a time to express the spirit of love, joy and thanksgiving to God, our family, work colleagues and friends. Though generally challenging, the Lord has seen us through to the end, and so we must be grateful for His grace and mercy.

Being an exciting time of the year, let us all celebrate with care and caution so that in 2015, we would all return once again in good health to face the demands the New Year would present to us.

I thank you all sincerely for your hard work at ensuring that VRA continues to grow and remain the utility service provider of choice. I wish you all a Merry Christmas and a Prosperous New Year.

Ing. Kirk Koffi



As the year 2014 draws to a close, I thank all staff of the Planning and Business Development Department for their valued contributions and continued loyalty to the Department and the Authority. Staff of the department would also like to acknowledge all the support received from the Executive, other Departments and external stakeholders whose immense contributions have helped us realise our targets.

One of the core responsibilities of the department was to guide and monitor the strategic direction of the Authority and implement measures to improve organisational performance. Thus measures have now been taken to establish wholly-owned subsidiary companies for some non-core business departments of the VRA. The Corporate and Departmental Balanced Scorecard (BSC) system has also gained roots and is yielding good results. Staff have been trained to use the Oracle Hyperion Planning Application to ensure effective planning. The budget of the Authority was judiciously monitored and costs saving measures were implemented.

The first half of 2014 was very challenging for the Authority. The erratic supply of gas from Nigeria, coupled with unplanned outages by some of the thermal units, forced the nation into very uncomfortable power rationing. The Authority had to procure large quantities of light crude oil with internally-generated funds, and this has had very serious repercussions on the Authority's finances.

The department pursued the possibility of additional natural gas supplies and had a number of discussions with other independent gas producers in Nigeria, at the same time exploring the possibilities of constant supply of natural gas and LNG.

The Atuabo Gas processing plant has seen a lot of progress in 2014, building our hopes of receiving adequate gas supply for all VRA thermal units from the Ghana National Gas Company (GNGC) in 2015. Significant heights

have also been arrived at with our quest for securing other sources of renewable energy, such as wind and solar.

2015 seems a very challenging year, as most of the problems experienced in 2014 could have a ripple effect on 2015. With the lower-than-expected water inflow into the Volta reservoir 2014, the energy demand-supply dynamics of 2015 will require careful planning if the Authority is to maintain its financial viability. Increase in energy demand, with an inadequate selling price, and limited gas supply, will require careful planning of our business strategy if VRA is to go through 2015 successfully. As the competitive electricity market picks up speed, and also in order to increase our share of power sale, we need to be more business-minded and proactive to ensure that we exceed the expectations of our customers. This department will continue to pursue new business areas and resources that will help reduce the cost of VRA's operations and make us more competitive.

I urge the entire staff of VRA, especially staff of this department, to play their various roles with dedication, time-consciousness and cost-effectiveness, to face the challenges of 2015. With each small step, and with focus, we will overcome these challenges and arrive at our destination.

We are surely saddened by the death of our colleague, Mr. Ebo Acquah. His tremendous and immeasurable contributions will forever be engraved in letters of gold in the annals of the department and the Authority.

For now, we will take some time to relax and reflect on the meaning of Christmas as a time of renewed hope, giving, and happiness. May the spirit of Christmas dwell with you and your families. I look forward to working with you all in 2015, refreshed after the break and ready to grasp the future. I wish all staff of VRA a very Merry Christmas and a healthy and productive New Year.

Kofi Ellis

Director, Planning & Business Development



This is an opportunity to thank everyone of you for all your efforts throughout the year. The success of our department in 2014 was built on the efforts of each and everyone of you, as well as on others who are not in our department but contributed to making life comfortable for all the Authority's employees.

We've come through a year that was filled with both challenges and success. As this year draws to a close and a new one begins, it is my pleasure to extend to you and your families all that I wish for myself and my family — that is, good health.

The experiences of 2014 give me reason to believe that 2015 will bring, not only some challenges and tough times, but also opportunities. The uncertain business environment, coupled with pending changes to the structure and processes of the Authority, call for serious changes in

attitudes, careful attention to our costs and cash management, and sustained anticipation, without jeopardising the gains already recorded in our operations.

I invite you all to let us engage these challenges and opportunities with courage, mutual support and solidarity, while maintaining the current momentum of our major operational activities and programmes. How reassuring it has been to know that we can count on all of you regardless of what faces us.

Please allow me to extend my personal and genuine appreciation to each and every one of you for your valuable contributions to this Department. Working with you in 2014 has been a great pleasure.

K.D. Bright-Siayor

Director, Projects and Systems Monitoring Dept

Another year in the history of the Authority is almost ended and I am delighted to say that the year 2014 was another successful year for us as a department. We say successful because our task to manage, operate and maintain the Authority's hydro generating facilities at Akosombo and Kpong GS, and the Solar Station at Navrongo, in a very efficient and cost-effective way, was achieved. I commend all of you for the tireless efforts that you exerted, both day and night, toward this achievement.

We have been able to meet the targets that we set for ourselves, as well as what is accepted internationally, and this was due to the selflessness and dedication of the staff of the Hydro Generation Department.

The Department also successfully completed the Digital Exciter Project at Akosombo GS. The Kpong GS Retrofit Project was started and is progressing satisfactorily. With the impressive performance of staff of the Department in the successful execution of the Akosombo GS Retrofit Project, a lot will be expected of us on the Kpong GS

Retrofit Project. I trust we shall rise to the task.

I wish to urge staff to have a clear vision of the Authority in the coming year, in the light of current restructuring, and to position ourselves to sacrifice, where the need arises, to maintain our performance, as well as the financial viability of the Authority.

I congratulate all staff of the Hydro Generation Department for their good work and acknowledge the tremendous support we'd from the Executive and from other Departments, which directly or indirectly assisted us in 2014

On behalf of Management, I wish to say "Ayekoo" to all staff, while wishing you and your family a Merry Christmas and a Prosperous New Year. My prayer is that with greater challenges expected in 2015 God's richest blessings shall come upon us to succeed.

Ing. K.B. Amoako

Director, Hydro Generation





On behalf of the management team of the Audit Department, I extend wholehearted compliments to our stakeholders, particularly the Board of Directors, Executive, Management, Staff and our cherished clients for their collaboration. Your unceasing support and companionship have propelled us to fulfill our mission of being the catalyst for institutional change. We appreciate you, our contacts and clients, for accepting us as your guard. We are delighted that you consider us your partners; that we are pursuing a common goal. We hail you for your support and endorsement of our efforts and pledge to work even more closely with you, as we seek to set the standards for public sector excellence in Africa.

I am confident that the spirit of partnership will remain in the New Year. May we be ever mindful of the spirit of caring, sharing, love and generosity that the Christmas season brings to the fore, as we seek to improve the quality of our service and to add value to the lives of our customers.

To staff of the Audit Department, I acknowledge your dedication and commitment in positioning the department as a dynamic and respected one. I hope the New Year brings renewed hope, energy and success. There is no doubt that our team spirit is one of our greatest strengths. It is important that we continuously recognise and appreciate that it is indeed “we” who make the greatest differ-

ence, and not any one individual. I look forward to 2015, in anticipation of your perseverance and of going the extra mile to help our clients achieve their organisational objectives. Above all, let me once more remind you of our motto: *In God we Trust, All others we Audit.*

Following the challenges of preceding years, my message is one of hope: **I see great triumph in the immediate future. Hopefully, in 2015, new and dynamic patterns will emerge; our capacity will expand and surely we shall regain optimum operation.**

Nonetheless, as Cecil Rhodes once said, “So little done, so much to do”. The New Year calls for more vigilance to protect our heritage. Risk Management, Ethical Conduct, Compliance and Good Corporate Governance have become increasingly paramount as we embrace restructuring, competition and increased regulation in the years ahead. We also ought to remember that it is necessary to embrace modern technologies and methodologies, such as the proficient use of Oracle eBusiness Suite applications, TeamMate and tools like Audit Command Language (ACL), to improve turnaround time.

I wish you, your families and loved ones a very special Christmas and a Happy New Year!

James Jabari Napour
Director, Audit

The mercies and love of God have brought us once again to the end of yet another year. Although very challenging for the Authority and for Ghanaians as a whole, the year 2014 has passed off successfully.

I thank God for the lives of all staff of the Legal Services Department and for those of the Authority, for His protection and providing hand. It is my prayer that the staff of the Legal Services Department would continue to work hard, show commitment and all other vital virtues, to keep the Department at the top.


I would also like to extend my warmest seasonal greetings and goodwill to all staff of the Authority for their hard work in this challenging year, and to Management for their strategic role in making sure that the Authority sailed through 2014 peacefully.

I pray that, 2015 brings more and better opportunities and greater accomplishments. And we pray for more rains in 2015 to keep our hydro dreams alive.

May the Good Lord keep and bless all of us throughout the Christmas festivities and the years ahead.
Have a very Merry Christmas and a prosperous New Year! Afi oo, Afi! Feyeye na mil eoo! Afehyia pa!

Kwame T.K. Agban
Ag. Director, Legal Services





Thank you all, staff of the Thermal Generation Department, for your personal contributions, during 2014 and for your continued commitment to our operations.

As you all know, these are challenging times in the power sector, and specifically in our operations as a Department. 2014 has been particularly difficult for TTPS as, since the beginning of the year we have struggled to bring 32G1 back into service, following the unpredicted failure of the gas turbine compressor. This took out about 150MW of power, but through your commitment and dedication we were able to bring the unit back into service in October 2014.

Considering the current challenges, it is important to recognise that the continued delivery of safe and reliable thermal-generated power depends on our professionalism and extra commitment; that success would not come by chance, luck or magic, but by serious effort and the realisation that “good” is no longer good enough but “excellence” will be demanded. Moving toward operational excellence, therefore, requires a change in attitude and thinking, and innovation at all levels.

You will recall the recent communiqué by the Chief Executive of imminent restructuring, and in particular reorganisation of the Power Departments. So starting

from January 1, 2015 the Department will operate as a Strategic Business Unit (SBU) first to prepare for our take-off as a full subsidiary company in the near future, and second, to optimise the change management processes in the overall organisational restructure of the VRA.

We need to refine our O&M practices to achieve a high unit availability and utilisation rate. We must begin to see “Maintenance” with the spectacles of making the units always available and “Operating,” as using the unit always at high capacity. A new system cannot be built on top of the old. We, therefore, have to restructure the Department in line with the best industry practice, in order to be competitive. It is our expectation that with the engagement of ESB International this is achievable.

I wish you all and your families a very Happy Christmas and a Joyful New Year. I am particularly mindful of those of you who would be working over the Christmas period.

Thank you, again, for your efforts. I know you will continue to do all you can to continue delivering safe and reliable thermal-generated power in difficult times.

Kind Regards,

Richard Oppong-Mensah,

Ag. Director, Thermal Generation Department.

As part of our end of year message to staff of the Authority, we wish to thank you for your support, assistance, hard work and dedication to duty.

We encourage staff of the Authority to embark on a healthy lifestyle now, during and after the Christmas festivities.

We need to continuously eat balanced diet, drink in moderation and ensure that we exercise at least once a week.

Research has shown that most disease-ridden patients refuse to make lifestyle changes which adversely affect their health.

The Authority needs a healthy workforce in order to increase productivity. As you are all aware, the “road” has not been smooth or easy and we are still going through changes and challenges. Let us together support Management to make all changes possible for the betterment of the Authority.

Faith makes everything possible. Let us gather the spirit to convert the impossible to possible. May the glow of prosperity, joy and happiness illuminate your life like a Christmas tree.

We wish you all a Merry Christmas and a Prosperous New Year

Dr. (Mrs. Rebecca Acquah-Arhin)

Ag. Director, Health Services



*W*e must be very grateful to the Almighty God for seeing us through another difficult, but eventful, year. Even though it had been quite a challenging year for the Engineering Services Department, I am happy to say that these challenges had been surmountable and I believe there are good times ahead. We all know that the Authority's cash flow problems have undoubtedly affected the implementation of many of our projects, and we've had to re-prioritise our activities to meet those challenges.

All these notwithstanding, the department achieved some successes, notable among them the substantial completion of both mechanical and electrical erection works for the two gas turbines at the Kpone Thermal Power Project (KTTP). Preparations are now underway for commissioning.

The feasibility studies on the proposed Domunli Thermal Power Project is nearing completion; the draft Final Report has been submitted. Feasibility studies on the 12MW Solar PV Power Plant at Kaleo and Lawra have been completed and approval has been given by the funding agency to get an EPC contractor. Measurement of wind data at eight sites across the country has been completed and feasibility studies are expected to be completed by the end of the second quarter of 2015.

On the Takoradi-4 Thermal Power Plant, we have completed successful negotiations with the Owner's Engineers and plans are far advanced to select an EPC contractor. It is expected that the construction of the 186MW T4 Plant would commence 2015. Construction of the new state-of-the-art engineering services building, which commenced in 2014 could soon be completed and would provide comfortable and spacious work space.

The Department continued its role as Owner's Engineers for the Ministry of Energy and Petroleum on all the SHEP IV projects in the NEDCo Operational Areas. All these projects are on schedule.

The Department also collected hydro-meteorological

data from the Volta Catchment area as input for flood forecasting and lake monitoring. This resulted in the prediction of unfavourable inflow into the Volta Lake and a projected reservoir elevation to 251.37 feet (the actual was 250.48 feet) at the end of the flood season. The year 2014 had been hit with unfavourable rainfall. We hope however, to have a better rainfall pattern in subsequent years, so that we can be sure to store enough water for efficient management of the dam.

"Colleagues, 2015 year is going to be a very busy year, considering the number of contracts expected to be signed, and construction works just about commencing. There will be lots of new things to learn, considering the complex nature of some of the projects and I entreat you all to be ready for many challenges on these new assignments.

The financial strength of VRA is severely challenged because of huge amounts being committed to the purchase of crude oil to power Thermal power plants. This situation is not likely to end in 2015 because gas supply from Nigeria is likely to continue to be erratic and unstable, as in 2014. The commencement of gas supply from Ghana Gas also remains uncertain. There is, therefore, the need for prudent management of financial resources, to enable the Authority to sail safely through 2015.

It is my hope that we shall continue to work together with commitment, and dedication. Let us endeavor to work hard, aim at greater heights in 2015, and continue to pursue our desire to be a first-class consultancy services provider of choice in West Africa.

I wish every staff member a Merry Christmas and a Happy and Prosperous New Year.

Afehyia pa ooo

God Bless You all!

Ing. William Sam-Appiah

Director, Engineering Services Department



Compliments of the Season.

We are grateful to the Almighty God for granting us the grace to see the end of the year 2014. It is that time of the year when we take stock of our successes and the challenges we encountered in the course of year.

The MIS Department is very grateful to the Executive for their leadership, guidance, commitment and support. I also wish to thank the Management team and all colleagues at the MIS Department, as well as our client Departments and their staff, for their support.

I commend all staff of the MIS Department highly for their cooperation, support and sacrifices. Considering the numerous constraints that we have faced in order to maintain the high level of services now expected of the Department, I say, Ayekoo to all of you!

As we cross over into 2015, I urge you all to continue to pull together as we did in 2014 and strive continuously to live the Corporate Values of **Trust, Integrity, Teamwork, Accountability and Commitment.**

We will have to redefine ourselves in the coming year to be able to provide services to the core VRA departments, as well the SBU's that are to be formed. These are new and uncharted territory and will require the input of us all to ensure success.

I wish you all a Happy Festive Season with your families, and look forward to seeing you all in 2015, God willing.

Afeyhia pa! Ayekoo!

Dr. Isaac Adjei Doku
Director, MIS

Christmas is a time of great joy because we commemorate the birth of the Saviour of humankind. The birth of Jesus Christ opened up opportunities for salvation for you and me.

As the Prophet Isaiah put it Isa 9:6-7 (New International Version – NIV):

6For to us a child is born, to us a son is given, and the government will be on his shoulders. And he will be called Wonderful Counsellor, Mighty God, Everlasting Father, Prince of Peace.

7Of the increase of his government and peace there will be no end. He will reign on David's throne and over his kingdom, establishing and upholding it with justice

and righteousness from that time on and forever. The zeal of the LORD Almighty will accomplish this.

So let us celebrate Christ this Christmas - not in wanton excesses in eating and drinking, as many people do, but in sober reflection and gratefulness to God for "giving His one and only Son, that whoever believes in him shall not perish but have eternal life".

HAPPY X'MAS TO ALL VRA STAFF AND THEIR FAMILIES!

Ing. (Pastor) Theo Nii Okai
Director, Environment
& Sustainable Development



MERRY CHRISTMAS



| 2014 STAFF RETIREMENTS |

FULL NAME	DEPARTMENT	POSITION	LOCATION	RETIREMENT DATE
Ohene-Asa, Mr. Offei	Environment & Sust. Development	Senior Technical Assistant	Akosombo	3 Oct, 2014
Okine, Mr. Vincent Nii Korkwei	WAPP Project	Principal Civil Engineer	Akuse	4 Oct, 2014
Anamsi, Mr. Gilbert Kudjo	NEDCo	Principal Account Clerk	Tamale	10 Oct, 2014
Odoom, Mr. Emmanuel Maxwell Yao	Corporate Office	Deputy Chief Executive (Services)	Accra	22 Oct, 2014
Kwao, Mr. Samuel Tetteh	Real Estate & Security	Senior Security Guard	Akosombo	24 Oct, 2014
Teseh, Mr. John Kwaku	Real Estate & Security	Head Labourer (General)	Akuse	27 Oct, 2014
Kwawukume, Mr. Moses Kwasi	Environment & Sust. Development	Principal Skipper	Akosombo	31 Oct, 2014
Ossom, Mr. Tetteh James	Real Estate & Security	Principal Driver	Akuse	2 Nov, 2014
Owusu-Ansah, Mr. Bernard Kwame	Real Estate & Security	Senior Driver	Accra	11 Nov, 2014
Crentil, Mr. Emmanuel Lionel Akin	Finance	Principal Accounts Officer	Accra	16 Nov, 2014
Lartey, Mr. John Raymond	Legal	Director Legal	Accra	16 Nov, 2014
Owusu, Mr. Kofi Peter	Real Estate & Security	Senior Driver	Accra	18 Nov, 2014
Kabutey, Mr. Moses	Real Estate & Security	Watchman	Akosombo	22 Nov, 2014
Ntiamoah, Mr. Nicholas	NEDCo	Supervising Maintenance Mechanic	Drobo	22 Nov, 2014
Mensah, Mr. John Kofi	Real Estate & Security	Senior Security Guard	Aboadze	24 Nov, 2014
Peprah, Mr. James	NEDCo	Principal Accounts Clerk	Techiman	28 Nov, 2014
Arthur, Miss Winifred Awura Adjoa	Human Resources	Principal Human Resources Officer	Accra	29 Nov, 14
Dakpoe, Mrs. Florence Ama	VRA School	Principal Graduate Mistress (Teaching)	Akosombo	4 Dec, 2014

| 2014 STAFF RETIREMENTS |

FULL NAME	DEPARTMENT	POSITION	LOCATION	RETIREMENT DATE
Aboagye, Mr. Samuel	Real Estate & Security	Senior Security Guard	Akosombo	7 Dec, 2014
Agban, Mr. Alfred Martey	Real Estate & Security	Senior Driver	Accra	10 Dec, 2014
Charway, Mrs. Susana Ruby	General Services	Principal Clerk/Typist	Accra	21 Dec, 2014
Mensah, Mr. Stephen Bortier	General Services	Principal Driver	Accra	24 Dec, 2014
Nkegbe, Mr. David Cobbina	Real Estate & Security	Senior Security Guard	Akuse	24 Dec, 2014
Appiah-Sam, Mr. Anthony Frank	Real Estate & Security	Head Labourer (Cleaning)	Akosombo	25 Dec, 2014
Kpor, Mr. Gershone Kwasi	General Services	Principal Clerk/Typist	Akosombo	26 Dec, 2014

CASELY-HAYFORD

PASSES ON

SAMUEL deGRAFT-JOHNSON — CORPORATE COMMUNICATIONS UNIT, ACCRA

Mr. Louis Casely-Hayford, a former Chief Executive of the Volta River Authority, died in Accra on November 24, 2014. He was 78.

Mr. Casely-Hayford served as VRA Chief Executive from 1980 to 1990, having taken over from Mr. E. L. Quartey, the first Ghanaian to head the Authority.

Mr. Casely-Hayford was employed as a Mechanical Engineer by VRA in October 1962 and appointed Deputy Chief Executive in October 1977. He was appointed Ag. Chief Executive in April 1980 and confirmed in that position almost three months later, in June 1980, becoming the VRA's third Chief Executive and the second Ghanaian to take up that position.

Mr. Casely-Hayford retired in December 1990, but continued his relationship with the Authority in diverse ways. He played an active role in the VRA's 50th anniversary celebrations in 2011. His last appearance at a VRA function was at the Chief Executive's Party, for past Chief Executives, in December, 2012. You will forever be remembered.

Rest in Peace, Uncle Louis.





Renewable Energy...

VOLTA RIVER AUTHORITY

Come Partner us to make a Huge Difference!

Our Mission:

The Volta River Authority exists to **Power Economies & Raise** the living standards of the peoples of **Ghana & West Africa**

OUR VALUES

- ☀ **Commitment**
- ☀ **Integrity**
- ☀ **Trust**
- ☀ **Teamwork**
- ☀ **Accountability**



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IN THE NEXT ISSUE:

- ◆ VRA's Board Vision
- ◆ Writing Workshop 5

Please send your concerns, questions, congratulatory messages, issues, worries, suggestions, etc., to corpcomm@vra.com

For further information/enquiries, contact Corporate Communications Unit, Corporate Office. Tel: +233 302 664941-9 Ext. 252, 413, 309 & 453 PLC 724252/413/309/453. Also visit www.vra.com